



YOUTH JUSTICE PLAN 2014/15

Service **Youth Offending Service**

YOS Manager **Paula Barnett**

Date signed
off by **June 2014**
Management
Board

Service Description

The Crime and Disorder Act 1998, Section 39(1) placed a duty on each Local Authority, acting with its statutory partners (Police, Probation and Health) to establish Youth Offending Teams in their local area to deliver youth justice services. Section 38(3) of the Act placed a duty on the Local Authority and its statutory partners to make payment towards the expenditure incurred in providing youth justice services.

Membership of the Youth Offending Service is prescribed by the legislation. It must include a Probation Officer, Social Worker, Police Officer, Health representative and Education representative.

The purpose of the YOS is to ensure that youth justice services are available to the extent required across the local authority area. The YOS should be the main vehicle through which youth justice services are coordinated and delivered.

The YOS Management Board, made up of senior representatives from each of the statutory partners as outlined above, oversees the operation of the service including the functions it undertakes and the funding arrangements. The Board is currently chaired by the Director of Social Services.

In addition to the above Section 40 of the 1998 Act places a duty on the Local Authority to produce an annual Youth Justice Plan in consultation with its statutory partners. The Youth Justice Plan confirms how youth justice services are to be provided and funded during the following 12 month period.

Operational Functions

The Youth Offending Service (YOS) works with children and young people from the age of 8 to 17 identified as at risk of offending as part of its prevention service, these young people have not yet offended and the aim of the service is to address the risks and needs identified to prevent them from entering the Youth Justice System. The YOS also delivers early interventions alongside Cardiff Media Academy, Cardiff YOS and South Wales Police to children and young people who have offended for the first time and admit the offence to divert them from continued offending through Triage and diversion interventions. Prevention and early intervention now make up approximately 50% of the YOS caseload.

The YOS statutory functions are to assess, supervise, plan and deliver interventions to children and young people both in the community, i.e. subject to Court Orders and in custody. The aims of the service are to prevent offending and reoffending, reducing the use of custody, promote and safeguard the wellbeing of children and young people, manage risk and protect the public from harm.

In order to achieve these aims and to divert young people from criminality and anti-social behaviour, the YOS provides restorative justice for victims, reparation to individuals and the community, parenting groups and support, careers and education support, accommodation assistance, access to

health interventions and substance misuse education and treatment. By working closely with partner agencies representatives the YOS aims to ensure children and young people with identified need access mainstream services.

Corporate Landscape

The Vale of Glamorgan produces a single integrated plan, the Community Strategy, which includes the following:-

- The Children and Young People Plan
- The Health, Social Care and Wellbeing Strategy
- Community Safety Plan
- Regeneration Strategy
- Learning and Skills Strategy
- Older People Strategy

This plan is monitored through the Local Service Board which operates with a higher level of representation across partner agencies.

The Corporate vision for children and young people is that they achieve the following outcome “they are well informed and supported to access a broad range of quality services that enable them to take full advantage of the life opportunities available within their communities and beyond”

The cross cutting objectives outlined below highlight how the YOS aims to contribute to achieving positive outcomes for children and young people through representation on a range of partnerships including the LSCB, Area Planning Board for Substance Misuse Services, Safer Vale, CYPP, Mental Health Partnership Board, etc and through service delivery.

Governance and Structure

The YOS is located within Children and Young People’ Services in the Social Services Directorate. The YOS Manager is provided with line management by the Head of Children and Young People’ Services. Attached at Appendix A is the YOS Structure.

Oversight and scrutiny of the YOS is provided by the YOS Management Board and Housing and Public Protection Scrutiny Committee which the YOS Manager attends. Additional scrutiny is provided by Social Services Scrutiny Committee which receives performance monitoring information in relation to the YOS/LA key performance indicators recorded on Ffynnon.

Future Change and Challenges

Collaboration Agenda

Change and challenge appear to be continuing themes for YOS during the next year and into the future. One of the top ten priorities within the Vale of Glamorgan Community Strategy is that “the Vale maximises the potential of its position within the region working with its neighbours for the benefit of local people and businesses, attracting visitors, residents and investment”. With this aim in mind and taking into account the recommendations being made to Welsh Government by the Commission on Public Service, Governance and Delivery, Sir Paul Williams Report, the Vale of Glamorgan Council has approved the merger of the Local Service Board with Cardiff. Although Welsh Government has made no final decisions in relation to the Williams Report, the Council has taken the view that it is prudent to explore further potential collaboration opportunities.

Areas where collaboration already take place include the Probation Service local delivery unit covers Cardiff and the Vale; the Area Planning Board for Substance Misuse Services operates across Cardiff and the Vale in line with the health footprint. Vale and Cardiff LSCB have merged to become a joint LSCB and a Mental Health Partnerships Board has been established across Cardiff and the Vale. The YOS must promote strong representation on these groups to ensure that commissioned services meet the needs of children and young people in the Youth Justice System

Resources and Value for Money

To continue to operate effectively, the YOS is reliant on attracting or sustaining external grant funding and is required to meet a range of terms and conditions of grant. Welsh Government provides regional funding through the Youth Crime Prevention Fund to Cardiff and the Vale of Glamorgan to reduce anti-social behaviour and offending. Approval of this funding is subject to the production of a business case outlining how services will be delivered regionally and/or locally.

The Youth Crime Prevention Fund across Cardiff and Vale YOSs sustains delivery of Triage, Out of Court Disposals, community justice through Neighbourhood Resolutions Panel, delivery of Stay Safe Projects designed to reduce risks associated with substance misuse by children and young people and joint restorative justice training to promote consistent restorative approaches across the region. During 2013/14, ASB processes were examined across Cardiff and Vale to consider whether these could also be delivered on a regional basis but the difference in size of the two areas did not lend itself to this approach.

The YOS is now required to “bid” annually to the Police and Crime Commissioner for funding previously received via the YJB for prevention and/or substance misuse. As the Commissioner represents the whole of South Wales, the seven South Wales YOTs are working collaboratively with the Commissioner to secure funding linked to the Police and Crime Reduction Plan Priorities. Funding for 2014/15 has been approved at the same level as 2013/14 but in line with other external grants is subject to a range of terms and conditions.

Although the YJB has maintained funding for the YOS at the same level as the previous year £190,001, the terms and conditions of grant continue to state that the purpose of the grant is “to develop good practice and commission research”, it is not provided to fund ongoing operational activity or business as usual. As part of the terms and conditions of YJB grant, the YOS is required to complete a costed plan evidencing how the YJB grant will be utilised, this is attached at Appendix B.

The overall YOS budget amounts to £1,158,411 with the YJB making up 16.75% of the budget. The Local Authority is the largest contributor to the YOS Budget and has faced additional demands on its resources during 2013/14 as a result of the devolution of the remand budget to Local Authorities. The Local Authority is in receipt of £15,986 to cover the cost of remands, but has incurred £77,040, due to the high level of remands during 2013/14. This places an additional burden on the Local Authority at a time when austerity faces all Local Authorities and results in the Authority being unable to offset any future reductions in YJB or other funding. The YOS in line with all other services across the Council will be required to identify savings during 2014/15, which places additional pressure on the budget for delivery. Attached at Appendix C is a table outlining the Partner Contributions to the YOS Partnership Pooled Budget 2014/15.

Partnership Arrangements and Risks to Future Delivery

YOTs operate well as multi agency teams due to the commitment of partner agencies to second staff and provide funding to the YOS to operate on a day to day basis. Increasingly the pressures associated with financial constraints and the changing landscape in which partner agencies are operating is forcing partners to revisit their contributions to the YOS. During 2013/14 discussions were held by Cardiff YOS, Vale YOS and the UHB about the health needs of children and young people within the YOS teams and how these could be best met, i.e. a shared provision with Cardiff YOS, to ensure a viable range of provision to meet the needs of the current YOS clients. As part of this the UHB reconfigured the physical health nursing provision to more accurately match workload and emerging client needs. This resulted in a reduction from 4 days per week to 2 days per week in the Vale. The post is now 5 days a week: 2 days in the Vale YOS with the remaining 3 days with Cardiff YOS who host the post.

The desire of the two YOS was for the provision of either psychology or mental health services across the two areas, as well as sharing of the physical health nurse post. The additional service provision envisaged has not materialised, due to on-going broader developments with mental health commissioning and the lack of a needs assessment to enable health providers to be able to undertake evidence led planning for YOS clients in regard to psychological and mental health needs. The Health contribution to the Vale is currently reduced by £16313.

The demands currently being placed on the Probation Service are forcing the service to review its contributions both in kind and cash to all YOTs. Within the Vale, the Probation Seconded Officer post has recently become vacant and the Probation Service is proposing to reduce this resource by refocusing the aims of the secondment linked only to the transition of young people from the YOS to Probation. Any reduction from a full time post will negatively impact on the case management and duty capacity available within the YOS and place an additional burden on remaining staff. The reduction currently being proposed equates to £38,321.

Additional burdens will be placed on the YOT budget through the devolving of Unpaid Work from Probation Service to YOTs. Over the last two years, the Vale YOS has utilised unpaid work to provide 1200 hours of activity time for young people subject to Intensive Supervision and Surveillance requirements. The number of hours delivered equates to the full time engagement of a Reparation Officer on an annual basis, yet the funding received from the YJB is based on the Barnett formula, not usage and amounts to £3,662. In addition to passing on the costs of delivery of unpaid works to YOTs, the YJB/NOMS have amended the service delivery specification and require development of more skills based activities for young people to assist with future employment rather than work in the community.

The future devolution of Junior Attendance Centres to Local Authorities is currently under review and at this stage whilst it is unclear what impact this will have, it seems likely based on the experience of devolution of the cost of youth remands and the funding allocated for Unpaid Work that the potential cost of provision will outstrip the funding received.

Uncertainty about future funding, partners contributions, the imposition of a range of terms and conditions of grant which limit the use of funding to specific themes or areas could start to undermine the YOS' ability to innovate and delivery day to day services.

Cross Cutting Objectives

- The Vale maximises the potential of its position within the region working, with its neighbours for the benefit of local people and businesses, attracting visitors, residents and investment
- Children and young people in the Vale are well informed and supported to access a broad range of quality services that enable them to take full advantage of the life opportunities available in their local communities and beyond.
- People of all ages are able to access coordinated learning opportunities and have the necessary skills to reach their full potential, helping to remove barriers to employment.

Service Objectives

- Improve the assessment of risk and needs of young people who have offended, and their access to specialist and mainstream services once these have been identified.
- Reduce the number of first time entrants to the youth justice system
- Reduce re-offending
- Reduce the use of custody and remands to custody
- To work with universal or specialist services to help deliver effective resettlement for children and young people being released from custody

- To support and challenge schools in order to improve pupil attainment levels at Key Stage 3.
- To reduce the number of young people aged 14-19 who are not in employment, education or training (NEET).
- To implement effective and sustainable workforce planning for the council
- To improve citizen engagement by ensuring residents' views are used to inform service development and improvement and further developing opportunities/mechanisms for residents to influence decision making
- Residents and visitors are safe and feel safe and the Vale is recognised as a low crime area.
- Health inequalities are reduced and residents are able to access the necessary services, information and advice to improve their wellbeing and quality of life.
- Identify and manage the risk of serious harm to others
- Ensure that children and young people at risk of entering or in the youth justice system are kept safe from harm
- Increase victim and public confidence
- Maintain governance, leadership and partnership arrangements (interface with key strategic plans)

Section 1

Cross Cutting Objectives

Financial Management: Exercise robust financial management and explore all opportunities to improve efficiency and service quality including collaborative working.

Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
FMR1	Insufficient financial resources to deliver effective youth justice services in line with national standards in the Vale of Glamorgan	Careful oversight of budget; external funding sought	4	4
FMR2	Prevention and Diversion funds reliant on short term grant funding	Careful oversight of budget; external funding sought via WG and PCC etc	4	4
FMR3	Changes to the terms and conditions of the YJB Grant reduces YOS' ability to target resources effectively	Careful oversight and planning of budget allocations from all sources	3	4
FMR4	Partners contributions to YOS reduces due to financial austerity	Aligning partners objectives with YOS evidencing need of resources in Vale of Glamorgan	3	4
FMR5	Transfer of responsibility of remands onto Local Authorities	Work in partnership with other service areas to identify preventative measures and alternatives to remand	4	4
FM6	Transfer of responsibility of cost of Unpaid Work to YOTs	Consider collaboration other areas to deliver shared resource, identify skills based opportunities through partners, voluntary sector	3	3
FMR7	Proposed changes to YJB grant funding formula could reduce the amount of grant received from the YJB	Monitor YJB plans for possible changes and the likely impact on funding received	2	4
FMR8	Possible introduction of payment by results- could impact on budgets and resources required for effective delivery	Monitor government plans for the possible introduction of payments by results.	2	3

Actions to Address the Risks (complete for new actions to address the risk – new table for different risks)

Action Ref No	Actions against this Risk	Outcome	Priority	Updater	Start Date	Finish Date	Progress
FM 1	Allocate budget to services in line with terms and conditions of funding	Budget allocated and shortfalls identified	H	PB	01/06/14	30/09/14	
FM 2	Seek additional funding from Local Authority and other sources	Increased budget to deliver services	H	PB	01/06/14	30/06/15	
FM 3	Forward planning for continuation of YCPF	Continuation of prevention and diversion services	H	PB	22/10/13	13/05/14	
FM 4	Undertake a unit cost analysis in relation to the delivery of interventions	Determine whether effective use of resources or more cost effective to outsource to other organisations and/or voluntary sector.	H	PB	01/06/14	30/06/15	
FM 5	Partners understand the level of service and resources required within the YOS	YOS sufficiently resourced	H	YOS MB	01/06/14	30/06/15	
FM 7	Work collaboratively with Children and Young	Reduce remands and custodial outcomes for	H	PB	01/04/14	30/06/15	

	People Services in relation to the devolution of funding for Youth Remands, exploring possibilities of alternatives to custody.	CYP					
FM 8	Utilise the YJB remand financial toolkit to monitor the budget	Remand budget monitored and alternative to remands utilised	M	PB/GW	01/06/14	30/06/15	
FM 9	Work collaboratively with 7 South Wales YOTs and PCC to identify joint priorities within Police and Crime Reduction Plan	Sustained funding for delivery of YOS preventative activities	H	PB/MB/ SW YOTs	01/04/14	31/03/15	

People Management: To implement effective and sustainable workforce planning

Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
PMR 1	Insufficient capacity within Prevention Service to meet identified need	Review capacity and appoint additional caseworker to address waiting list	3	4
PMR 2	Reduction in level/number of partnership staff as result of collaboration agenda	Represent/negotiate YOS interests during collaboration or commissioning arrangements	3	4
PMR 3	Insufficient capacity within case management team to meet identified need due to reduction in seconded staff	Represent/negotiate YOS interests, utilise YOS Management Board to support adequate resourcing	4	4

Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
PM1	Utilise grant funding to create additional post within prevention	Sufficient capacity to meet demand	H	PB/MB	01/06/14	01/09/14	
PM2	Monitor availability of seconded partnership provision, evidence any gaps in service	Sufficient capacity to meet identified need.	H	PB/MB	01/06/14	31/12/14	
PM3	Review capacity within case management team taking into account workload, expectations for duty/Court cover etc	Sufficient staffing levels available to meet demand	H	PB/KG	01/06/14	31/12/14	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
PM4	Further develop quality assurance framework	Audit will identify workforce development needs	M	KG	01/06/14	30/06/15	
PM5	Identify how staff can participate proactively in continuous service improvements	All staff are aware of quality standards and able to implement	M	KG	01/06/14	31/03/15	
PM6	Monitor delivery of supervision and appraisal policy	All staff receive supervision and annual appraisals take place to identify developmental and training needs.	M	PB	01/06/14	30/06/15	
PM7	Review roles of partnership agency staff	Effective and efficient use of resources.	M	PB/MB	01/06/14	30/06/15	
PM8	Implement new National Standards for Youth Justice 2013	Staff understand and comply with National Standards for Youth Justice 2013	H	MB	01/06/14	31/12/14	
PM9	Review working practices to reflect revised standards	Increased capacity within the YOS	M	MB/PB	01/06/14	30/06/15	
PM10	Refresh YOS Workforce Development strategy	Staff effectively trained to meet the needs of the service	H	PB	01/06/14	30/06/15	
PM11	Utilise the YJB Self Assessment questionnaires	Consultation with staff, strategic leads and partners completed	M	YOS MT	20/06/14	31/03/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
PM12	Jointly recruit and train volunteers across service areas within the YOS	Sufficient volunteers available to deliver services	M	MB	01/06/14	30/06/15	
PM13	Undertake observations of staff practices	Staff are trained effectively to undertake areas of work	M	YOS MT	01/07/14	31/03/15	In progress

Sustainability and Equalities: To improve citizen engagement by ensuring residents' views are used to inform service development and improvement. Further developing opportunities/mechanisms for residents to influence decision making

Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
SER.1	The service is unable to meet the requirements of both national strategies and changing needs of local population	Analysing existing resources, securing funding, adapting the delivery of interventions to meet local need	2	3
SER.2	Overrepresentation of specific groups within Youth Justice Services	Monitor diversity and disproportionality within the YJS	2	3
SER.3	Service is unable to meet the needs of young people with complex or acute needs	Staff adequately trained in recognition of diversity and how to tailor interventions to need	3	4

Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
SE1	Undertake analysis of re-offending population within the LA	Services developed to meet the needs of the local population	H	YOS MT	01/06/14	31/01/15	
SE2	Utilise data from variety of sources to inform service development	Increased understanding of future demands	M	GW	01/06/14	30/06/15	
SE3	Review workforce structure and development plan following workload analysis of all service areas.	Sufficient staffing levels available to meet demand and staff receive training relevant to area of specialism	H	YOS MT	01/06/14	31/03/15	
SE4	Develop in house training regarding diversity	Staff recognise and respond accordingly to diversity issues	M	MB	01/06/14	31/03/15	
SE5	Ensure joint assessment, planning and delivery of interventions for CYP with other service areas	Reduction in the duplication of work, clear identification of roles and responsibilities	M	YOS MT	01/06/14	31/03/15	
SE6	Undertake consultation with all service users in relation to the delivery of interventions by all service areas within the YOS	Increased engagement of service users within the Service	M	YOS MT	01/06/14	31/03/15	
SE7	Establish links with partner	Staff have a greater	H	YOS MT	01/06/14	31/03/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	agencies to enable YOS Staff to observe operational practice	understanding of other service areas roles and responsibilities					
SE8	Undertake consultation with partner agencies to gain awareness of practice implications when working in partnership	Improved partnership working, working relationships and shared objectives	M	YOS MT	01/09/14	31/03/15	

Section 2

Service Plan Objective: APIS - Improve the assessment of risk and needs of young people who have offended, and their access to specialist and mainstream services once these have been identified

Performance

Accommodation

Access to suitable accommodation			
	YOT	South Wales	Wales
Number of yp with closed disposals	64	541	1262
Suitable accommodation before the start	61	515	1206
Suitable accommodation at the end	60	509	1184
% point change -all sentences -start vs end	-1.6%	-1.1%	-1.7%
Number of yp with a closed custody sentence	5	48	114
Suitable accommodation-start of custody sentence	4	39	95
Suitable accommodation-start of custody licence	4	40	101
% point change -custody -transfer vs start	0.0%	2.1%	5.3%

**good performance is typified by a positive percentage*

Education Training and Employment

Engagement in education, training and employment			
	YOT	South Wales	Wales
Number of yp of statutory school age	27	180	410
Average no. of hrs in ETE per a yp - start	14.1	15.9	18.2
Average no. of hrs in ETE per a yp - end	15.9	15.8	18.4
Percentage change	12.9%	-0.6%	1.2%
Number of yp above statutory school age	38	292	723
Average no. of hrs in ETE per a yp - start	8.8	11.4	11.9
Average no. of hrs in ETE per a yp - end	10.7	12.8	13.8
Percentage change	21.6%	12.3%	16.1%

**good performance is typified by a positive percentage*

Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
APIS 1	Assetplus Change Leads work with YJB to project plan implementation of Assetplus	YOS processes reviewed in readiness for implementation	M	MB/GW	01/06/14	30/06/15	
APIS 2	Review CHAT tools associated with Asset plus with identified YOS	CHAT tool implemented	M	MB/RW	01/06/14	30/06/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	Specialist Nurse to plan pilot and implementation						
APIS 3	Review AUDIT substance misuse tool with YOS Substance Misuse Workers to plan pilot and implementation	AUDIT tool implemented	M	MB/JP	01/06/14	30/06/15	
APIS 4	Review Speech, Language and Communication Tool to plan pilot and implementation	Speech, Language and Communication Tool implemented	M	MB/CMT	01/06/14	30/06/15	
APIS 5	Change Leads participate in YJB Workshops/Training the Trainers Course re Assetplus	Trainer in place in readiness for roll out of training programme	M	MB/KG	01/06/14	30/06/15	
APIS 6	Develop YOS defensible decision making guidance utilising Probation learning WPT Guidance Manual – Use of Professional Judgement	Framework in place to support staff decision making	M	MB/KG	01/06/14	30/06/15	
APIS 7	Develop and deliver training re defensible decision making	Recording demonstrates assessment reviews completed in line with agreed NS and significant change	M	MB/KG	01/06/14	30/06/15	

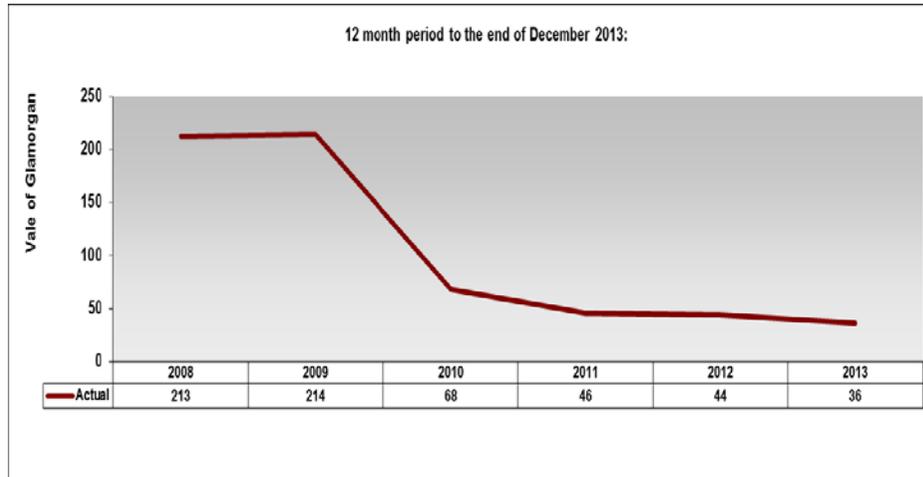
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
APIS 8	Monitor caseloads to ensure reviews with young people and parents taking place appropriately	Reviews take place at timely intervals and incorporate feedback from a variety of subjects	H	KG	01/06/14	30/06/15	
APIS 9	Review quality assurance systems to incorporate changes in practice	Establish baseline for quality and identify strengths and areas for improvement	H	YOS MT	01/06/14	30/06/15	
APIS10	Develop and deliver in-house training regarding diversity and vulnerability	Diversity is recognised and interventions delivered to meet individual need	M	MB/KG	01/06/14	30/06/15	
APIS11	Negotiate with UHB the role of specialist health services in the YOS	Access to appropriate health services within the YOS	H	PB/RW	01/06/14	30/06/15	
APIS12	Participate in Youth Engagement and Progression Framework developments	Increased engagement in education for CYP in the youth justice system	H	MB	01/06/14	30/06/15	
APIS13	YOS PM complete AIM2 Assessment and Intervention Training to increase support for case management staff	Improved risk management of young people displaying sexually harmful behaviour	M	PM	01/06/14	30/06/15	
APIS14	YOS PM provide management oversight	Low level cases assessed and	M	PM	01/06/14	30/06/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	and support to practitioners undertaking AIM2 assessments and interventions	managed in house by YOS practitioners					
APIS15	YOS participate in identification of priorities for Young People's Homelessness and Support Action Plan	Improved accessed to accommodation in community and as part of resettlement	M	PM/PB	01/06/14	30/06/15	

Service Plan Objective: Reduce the number of first time entrants to the Youth Justice System

Performance

FTE's Current Position



South Wales Comparison 5 Year Annual FTE Numbers

	2009	2010	2011	2012	2013
Bridgend	166	141	50	44	37
Cardiff	474	173	147	130	140
Merthyr Tydfil	103	75	28	19	18
Neath Port Talbot	209	137	41	28	50
Rhondda Cynon Taff	337	317	133	94	57
Swansea	222	154	107	67	79
Vale of Glamorgan	214	68	46	44	36

Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
FTER1	Prevention and Diversion services are dependent on external funding sources.	Good delivery of service and reporting arrangements. Evidencing impact of service delivery and reduction of FTE achieved	4	4
FTER2	Diminishing Youth Service Provision	Evidence impact of service delivery to retain funding	3	3
FTER3	Sustaining level of FTEs following initial substantial reductions	Local Authority continue to see prevention as priority	3	3

Action to address the risk

Action Ref No	Actions against this Risk	Outcome	Priority	Updater	Start Date	Finish Date	Progress
FTER1	Early discussions with WG and PCC to align prevention services with priorities of grants	The service remains viable beyond 2015	H	MB	01/06/14	31/03/15	
FTER2	Utilise YCPF grant to support targeted Youth Service provision	Detached Youth Services delivered during 2014/15	H	MB	01/06/14	31/03/15	
FTER3	Work with partners to ensure early identification of at risk children/young people	Level of FTEs maintained at under 50 young people per year	H	MB	01/06/14	31/03/15	

Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
FTE1	Complete analysis of FTEs during 2014/15	Ability to identify risk factors and target resources appropriate	H	MB	01/06/14	30/09/14	
FTE2	Refresh Prevention Strategy in conjunction with partners	Ensure provision of targeted tiered services across the authority for CYP, maintain performance	H	MB	30/09/14	31/12/14	

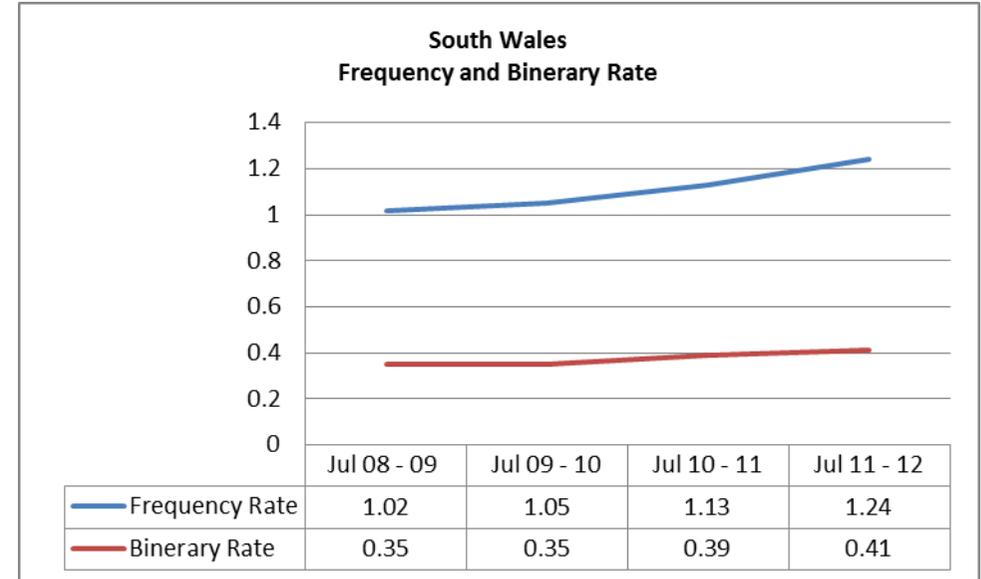
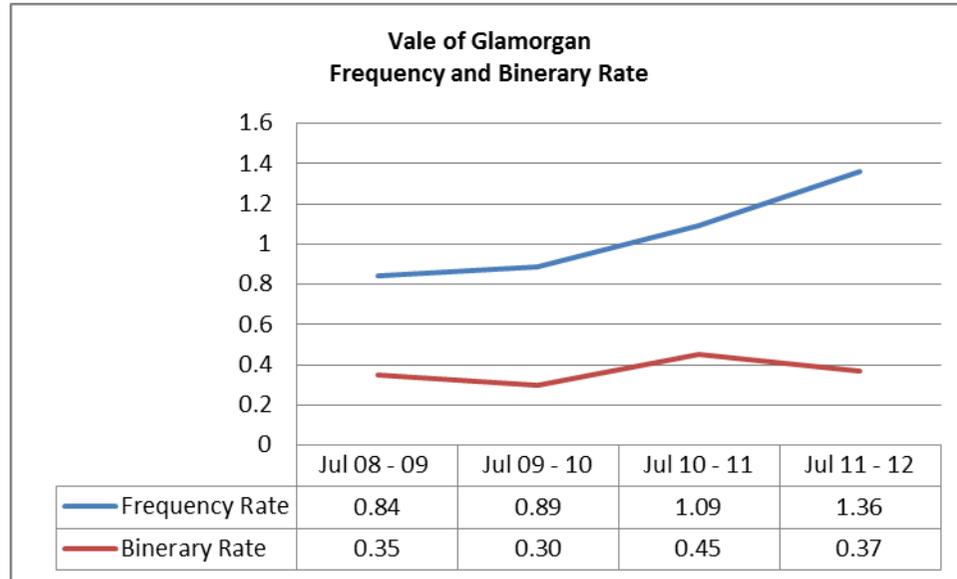
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
FTE3	Detached Youth Work Team use YOS data to target resources in the community	Targeted Tier 1 work delivered in the community	M	MB/AB	01/06/14	31/12/14	
FTE4	Children of IOM adult offenders referred to Prevention Services	Intergenerational offending cycle disrupted	M	MB/PS/ YOS PO	01/06/14	31/03/15	
FTE5	Identify community based referral pathways for young people undertaking prevention and diversionary interventions	Young people and families accessing services in the community to meet individual needs	M	MB	01/06/14	31/03/15	
FTE6	RP Training delivered across the Authority to promote restorative outcomes and reduce prosecutions	CYP develop greater empathy skills	M	MB	01/06/14	31/03/15	
FTE7	RJ in schools project piloted in 3 schools, 2 comprehensive, one primary feeder	Reduction of school based incidents reported to the police	H	MB	01/06/14	31/03/15	
FTE8	Train the Trainers programme completed by Parenting Co-ordinator and other facilitators	Staff equipped to deliver new Parenting Programmes	H	MB/EB	01/06/14	30/09/14	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
FTE9	Implement new Parenting Programmes	Parenting interventions fit for purpose for client group	H	MB/EB	30/09/14	30/06/15	
FTE10	Participate in YJB Pilot for Revised Performance Indicators	Performance data accuracy reflects work undertaken by YOS, identifies gaps in provision	H	MB/GW	01/06/14	31/03/15	
FTE11	Expand the use of Neighbourhood Resolution Panels	Young people participate in restorative outcomes, FTEs reduced	H	MB/NRP Co-ordinator	30/09/14	30/06/15	
FTE12	Collaborate with South Wales YOTs and Police to develop response to domestic abuse cases for young people	Raised awareness of impact of domestic abuse without need for criminalisation of young people	H	PB	01/06/14	30/06/15	
FTE13	Monitor number of children and young people identified as CIN and/or LAC involved with YOS	Establish baseline to avoid over-representation of this group	H	PB	01/06/14	30/06/15	

Service Plan Objective: Reduce re-offending

Performance

Reoffending



Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
RROR1	Successful Prevention and Diversionary activities increased the complexity of young people entering the Youth Justice System as FTE's	Analysis of service delivery ensuring resources are addressing the needs of CYP in the system	4	3
RROR2	Reduced number in statutory cohort effects re-offending performance	Closer evaluation of interventions delivered to CYP who re-offend	4	3

RROR3	Increase in the use of custody as a result of persistent re-offending	Improve relationships with Magistrates Court, increased understanding of complexities of young people and need to use custody as last resort	3	3
RROR4	Over-representation of Looked After Children within re-offending Cohort	Utilise learning from Thematic Inspection for Looked After Children to review CYPS/YOS systems	3	3

Actions to this objective

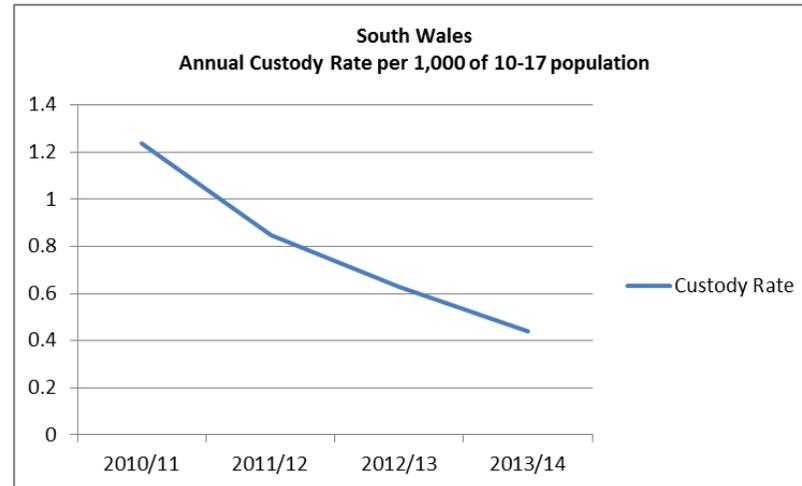
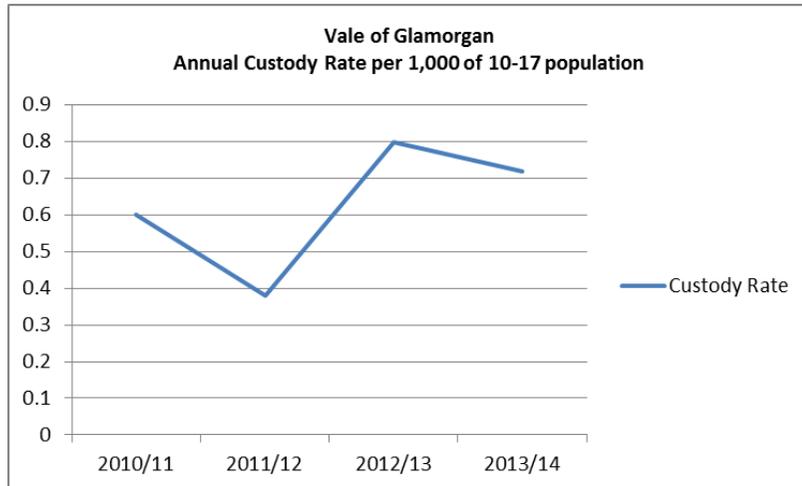
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
ROR1	Utilise YJB Re-offending toolkit	Determine whether trends identified in patterns of offending. Utilise resources to address identified need	H	PB/GW	01/06/14	31/12/14	
ROR2	Undertake analysis of interventions for CYP who have re-offended	Interventions are evidence based and designed to the individual needs of CYP	H	PM	01/06/14	31/12/14	
ROR3	Evaluation of assessments and programmes are discussed with CYP during review and closure meetings	Monitor the impact of programmes and the journey undertaken by CYP. CYP are engaged in interventions	M	PM	30/09/14	30/06/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
ROR4	Evaluate structured offending behaviour programme outcomes	Ability to provide evidence base for effective change, reduction in offending	M	PM	01/06/14	30/06/15	
ROR5	Monitor progress of YJB new case management approach pilot	Identify lessons learnt to reduce re-offending rates	H	YOS MT	01/06/14	30/06/15	
ROR6	Source variety of interventions and community based activities for CYP	CYP engaged in constructive leisure activities	M	PM/MB	01/06/14	30/06/15	
ROR7	Review the Breach, Enforcement and Revocation Policy and effectiveness of Breach Panel Process	CYP effectively engaged and successfully complete Orders	H	PM/MB	30/09/14	30/06/15	
ROR8	Implement Y2A portal for transfer of case information to Probation	Information for transition securely shared	H	GW	30/09/14	30/06/15	
ROR9	Track and monitor CYP who have transferred to Probation	Lessons learnt from the transition arrangements for CYP	H	MB	01/06/14	30/06/15	
ROR10	Devise transfer checklist in line with Y2A transition framework	CYP receive seamless transition and services when transferred to Probation	H	MB/YOS PO	01/06/15	30/06/15	
ROR11	Develop with CYPS	Reduction in the	H	YOS MT	01/06/15	30/06/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	opportunities for use of restorative conferences in foster care, residential and other settings	number of Looked After Children prosecuted for offences "in the home"					
ROR12	Utilise lessons learnt from Thematic Inspection for Looked After Children to review CYPS/YOS joint working arrangements and practice	Increased awareness of issues facing Looked After Children	H	YOS MT	01/06/15	30/06/15	

Service Plan Objective: Reduce the use of custody and remands to custody and to work with universal or specialist services to help deliver effective resettlement for children and young people being released from custody

Performance



Remands

	2012/13	2013/14
Bridgend	3	0
Cardiff	not submitted	not submitted
Merthyr Tydfil	2	3
Neath Port Talbot	3	2
Rhondda Cynon Taff	10	not submitted
Swansea	11	4
Vale of Glamorgan	10	4

The remand information is based on case level data and not a YJB measure, although the information is used to inform local reporting.

Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
RRUC1	Cost of Youth Remands devolved to Local Authority. Inappropriate use of remand places financial burden on Local Authority	Redirecting existing YOS resources to support the use of alternative placements. Work in partnership with other service areas to identify preventative measures and alternatives to remand	4	3
RRUC2	Inappropriate use of Custody, failure to use custody as "last resort"	Increased awareness of Youth Court Magistrates of alternatives and Sentencing Council's Guidelines	3	3
RRUC3	Custody seem as only option for CYP who persistently and wilfully fail to engage in supervision	Effective management oversight of breach processes and interventions used	3	2
RRUC4	Lack of appropriate support and services delivered to young people upon release from custody increase chances of young people being re-sentenced to remand and custody	Greater partnership working between YOS and other statutory agencies as part of resettlement consortium	3	2
RRUC5	Implications of Southwark judgement placing responsibility on Local Authority to accommodate young people upon release	CYP Homelessness and Support Action Plan implemented	3	3

Action to Address the Risk

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
RUC1	Review capacity of foster placements, potential alternative placements to	Increased capacity of Local Authority placements	M	CYPS	01/06/14	30/06/15	

	remands						
RUC2	YOS representative contributes to weekly Placement Panel	Identification of appropriate placements and/or alternatives for young people	M	MB	01/06/14	30/06/15	
RUC3	Undertake analysis of recent custody cases to identify commonalities, trends or other factors which influenced outcome	Decreased use of Custody	H	YOS MT	01/06/14	31/12/14	
RUC4	Liaise with Court and Cardiff YOS to review all custodial and remand sentences and the appropriateness of the sentence	Court sentencing in line with Sentencing Council's Guidelines for Youths and LASPOA test for remand	H	PM/HMC TS/ Cardiff YOS	01/06/14	31/12/14	
RUC5	Work with YJB to raise awareness of Court of importance of avoiding unnecessary remands and utilisation of custody as "last resort"	Decrease in remand and custody cases	H	YJB/YOS MT/HMC TS	01/06/14	31/12/14	
RUC6	Case Management Team fully utilise resettlement checklist and contribute to resettlement evaluation	CYP access appropriate services on release	H	PM/CMT/ GW	01/06/14	30/06/15	
RUC7	YOS and LA represented at regular resettlement consortium meetings	All YOS staff and LA services aware of responsibilities in relation to CYP in custody	M	YOS MB	01/06/14	30/06/15	

RUC8	Monitor effectiveness of Remand Placement Policy to ensure practitioner adhering to procedures	CYP receive appropriate care and services whilst in custody	M	PB/CYPS	01/06/14	30/06/15	
RUC9	Review ISS Bail Support Packages to ensure sufficiently robust to consider as alternative to remand	Increased Magistrates confidence in use of ISS Bail	M	MB/ISS Co-ordinator	01/06/14	30/06/15	
RUC8	Revise Terms of Reference of YOS/YOI Communications Group	YOS/YOI Communications Group have a clear identified purpose	M	MB	01/06/14	30/06/15	
RUC9	Monitor requests for and provision of PACE 38/6 beds by Police	CYP not detained unnecessarily in Police cells overnight	H	MB/EDT	01/06/14	30/06/15	
RUC10	Conduct survey with Magistrates on quality of PSRs in Court	PSR quality improved and increased confidence in sentencing options by Magistrate's	H	YOS MT	01/06/14	30/06/15	
RUC11	Review with APB transition arrangements for young people approaching 18 years of age in relation to access to substance misuse services on release from custody	APB Commission services to meet identified need of CYP including transitions to adult services	M	PB/APB	01/06/14	30/06/15	
RUC12	Highlight needs of CYP in custody in relation to access to suitable	CYP access appropriate ETE provision on release	M	MB/LEA	01/06/14	30/06/15	

	education on release through attendance at Difficult to Engage Panel	from custody					
RUC13	Increase access to both appropriate ETE provision and the number of hours available to YOS and LAC CYPs as priority	LEA to targets appropriate resources to priority cohorts	H	YOS MAN BOARD	01/06/14	30/06/15	
RUC14	Utilise Moving On Project for LAC and YOS CYPS and participate in evaluation of outcomes	Increased opportunities for priority cohort	H	PB/ Careers Wales	01/06/14	30/06/15	
RUC13	Participate in Mental Health Partnership and work with Health Board to highlight emotional, well-being and mental health needs of CYP in YJS	Reduction in number of CYP sectioned. Increased access to health services	H	YOS MAN BOARD/ PB	01/06/14	30/06/15	

Service Plan Objective: Identify and manage the risk of serious harm to others

Actions to This Objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
ROSH1	Review QA systems in readiness for implementation of Assetplus and establish	ROSH and RMPs are quality assured at the time of countersignature.	M	PM	30/09/14	30/06/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	a baseline for quality of ROSH and RMP.	Ability to identify training needs					
ROSH2	ROSH is reviewed at timely intervals by CMT	Young people managed appropriately in line with assessed risk levels	H	PM	30/09/14	30/06/15	
ROSH3	Review Risk Led Policy and Practice Guidance taking into account flexibilities and freedoms in National Standards 2013	All Staff have access to up to date policy and practice guidance for management of risk	M	PB	30/09/14	30/06/15	
ROSH4	Review Social Services Risk Management Policy to assess fit with YOS practice	Social Services risk management practices incorporated into YOS practice guidance if appropriate	M	PB	30/09/14	30/06/15	
ROSH5	YOS PC to contribute to intelligence gathering and information sharing between Police and YOS	YOS PC Role operates in accordance with ACPO guidance	H	MB/MW	01/06/14	31/12/14	
ROSH6	Engage with Strategic MAPPA re actions identified Thematic Inspection for young people who sexually offend	Improved awareness of risk factors re children and young people, robust risk management plans developed	H	YOS MB	30/09/14	30/06/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
ROSH7	Monitor number of sexual offenders within community at a strategic level	Strategic oversight of quality of work being undertaken and evaluation of outcomes	H	YOS MB/LSC B	30/09/14	30/06/15	
ROSH8	Liaise with LEA and schools to develop appropriate risk management plans to reduce risks associated with young people who sexually offend	Where risk is manageable, reduce possibility of exclusions	M	MB/KG	30/09/14	30/06/15	
ROSH9	Implement MAP Offending Behaviour Programme ensuring dovetails with Clued Up Programmes	Practitioners have range of tools to address risk factors	M	PM	30/09/14	30/06/15	

Service Plan Objective: Ensure that children and young people at risk of entering or in the youth justice system are kept safe from harm

Performance

Substance Misuse

	No. of YP requiring SMU assessment	No. YP commencing with assessment within 5 days	% YP commencing with assessment within 5 days	No. of YP requiring treatment / services	No. of YP commencing treatment / services within 10 days	% YP. commencing with receiving treatment within 10days
Bridgend	9	9	100%	8	8	100%
Cardiff	54	41	76%	46	45	98%
Merthyr Tydfil	19	19	100%	13	13	100%
Neath Port Talbot	65	64	98%	65	65	100%
Rhondda Cynon Taff	44	37	84%	43	41	95%
Swansea	27	26	96%	32	31	97%
Vale of Glamorgan	33	27	82%	33	32	97%

Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
SFHR1	Lack of capacity in partner agencies to ensure that children and young people at risk of entering or in the youth justice system are kept safe from harm	Social service and YOS protocol. YISP/Families First/IFSS in place.	2	4
SFHR2	Failure to identify vulnerability and safeguarding issues	Staff appropriately trained and contribute effectively to meetings in line with AWCPP	2	3
SFHR3	Increase in females identified both in prevention and statutory cases	Develop staff awareness of how to engage with females	2	3

Action to address the risk

Action Ref No	Actions against this Risk	Outcome	Priority	Updater	Start Date	Finish Date	Progress
SFH1	Refresh YOS and CYPS Protocol incorporating new policy and practice guidance for placements with Youth Justice System	Staff have clear guidance in relation to roles and responsibilities	M	PB/OM CYPS	30/09/14	31/03/15	
SFH2	Finalise YOS Safeguarding Guidance	Staff understood role in safeguarding	M	PB	30/09/14	31/03/15	
SFH3	Review QA systems in readiness for implementation of Assetplus and single plan including vulnerability issues	Baseline of quality established – vulnerability plans reflect external agencies plans	M	PM	30/09/14	31/03/15	
SFH4	YOS and CYPS interface meetings bi-monthly to develop closer working relationships and address any practice issues	Referral criteria and thresholds for each service are understood and appropriate referrals made to each service. Roles and responsibilities understood	M	YOS MT/ CYPS	30/09/14	31/03/15	
SFH5	Develop with CYPS performance	MAPPA/LSCB/YOS Management Board	M	PB/OM CYPS	30/09/14	31/03/15	

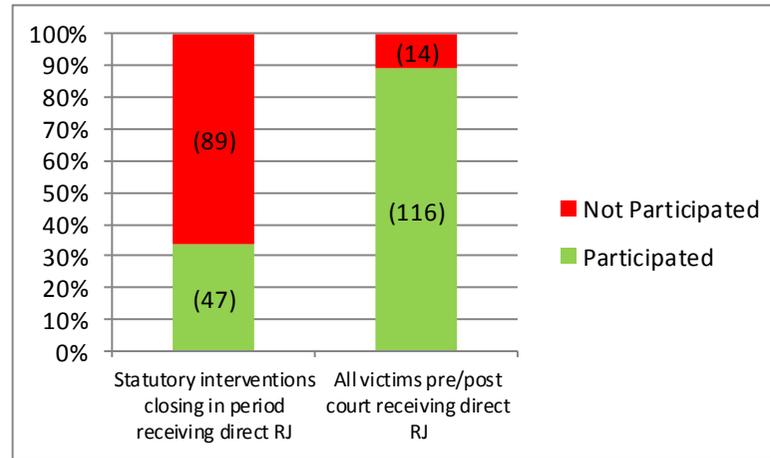
	monitoring mechanisms for oversight of young people who display sexually harmful behaviour	have strategic oversight of sexually harmful behaviour					
SFH6	Extend training delivered to Education Staff and schools in managing CYP sexual harmful behaviour	Young people maintain safe engagement in educational establishments	M	SSD Training	30/09/14	31/03/15	
SFH7	Implement guidance for staff in CYP displaying sexually harmful behaviour	Staff confident and competent in identifying risks for CYP displaying sexually harmful behaviour	M	CYPS/YOS MT	30/09/14	31/03/15	
SFH8	Ensure all LSCB protocols are implemented once ratified	Staff understand and take appropriate action in line with safeguarding protocols	M	YOS MT	30/09/14	31/03/15	
SFH9	Promote LSCB Training Programme and ensure staff complete mandatory training	Increased awareness of sexual exploitation, sexually harmful behaviour, impact of neglect etc	M	YOS MT	30/09/14	31/03/15	
SFH10	Deliver Stay Safe during periods identified as peak periods of alcohol related offending/ASB	Young people kept safe from substance related incidents	M	MB	30/06/14	31/03/15	

SFH11	Monitor diversity & disproportionality of CYP in the YJS	Over representation of certain groups of CYP identified and outcomes monitored	M	YOS MT	30/09/14	31/03/15	
SFH12	CYP are assessed for Speech and Language Difficulties, utilising Assetplus tools, access to therapists	Services delivered to the needs of the individual CYP	M	YOS MT	30/09/14	30/06/15	
SFH13	Ensure robust transfer arrangements in place for CYP placed outside of county	CYP placed outside of county receive seamless supervision	H	YOS MT	30/06/14	31/03/15	
SFH14	Analysis findings and recommendations from CSSIW LAC inspection report and identify areas for improvement	YOS benchmarks practice against inspection reports	M	YOS MT	30/09/14	30/06/15	
SFH15	Develop with partner agencies exit strategies for young people identified as high risk or transitioning to adult services	Support mechanisms remain in place following end of YOS interventions	M	YOS MT	30/09/14	30/06/15	
SFH16	Participate in Mental Health Partnership and work with Health	Reduction in number of CYP sectioned. Increased access to	H	YOS MAN BOARD/PB	01/06/14	30/06/15	

	Board to highlight emotional, well being and mental health needs of CYP in YJS	health services					
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Service Plan Objective: Increase victim and public confidence

Performance



Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
IVPC1	Promote RJ interventions through the use of variety of media	Increased engagement of victims and increased public confidence	M	MB	01/06/14	30/06/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
IVPC2	Update content of YOS Web Site	Information for public up to date and relevant	H	MB	01/06/14	30/09/14	
IVPC3	Views of victims are incorporated in the development of all plans	Increased victim satisfaction and victim safety	H	MB/KG	01/06/14	30/09/14	
IVPC4	VC offers face to face appointment to all victims upon receipt of victim information	Increased victim engagement at the earliest opportunity	H	MB	01/06/14	30/09/14	
IVPC5	Undertake observations of NR and RO Panels	RJ interventions are carried out safely and in line with NOS for RJ	H	MB	01/06/14	30/06/15	
IVPC6	Apply for Restorative Services Quality Mark	Public are confident that RJ is carried out safely within the VoG	M	MB	01/06/14	30/06/15	
IVPC7	Secure funding for Pre Sentence RJ pilot	Victims views are fully taken into consideration at sentence	M	MB	01/06/14	30/06/15	
IVPC8	Review Restorative Justice strategy	RP is promoted and delivered across LA	H	MB	01/06/14	30/06/15	
IVPC9	Victim services are transferred to adult services at transition point	Victims are kept informed and offered services throughout the YP sentence	H	NW	30/06/14	31/12/14	

Service Plan Objective: Maintain governance, leadership and partnership arrangements (interface with key strategic plans)

Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
GLP1	Monitor engagement of partners at YOS Management Board	Partner Agencies continue to meet obligations under C&D Act 1998 in relation to support and scrutiny of YOS	H	YOS MB	01/06/14	30/06/15	
GLP2	Monitor resources partners providing to YOS	YOS sufficiently resourced to deliver services to CYP	M	PB	01/06/14	30/06/15	
GLP3	Members of YOS MB engage in self assessment survey as part of Youth Justice Performance Improvement Framework	Board can evidence strengths and areas for improvement, using evidence based tools	H	YOS MB	01/06/14	31/03/15	
GLP4	Participate in Area Planning Board to develop/monitor services for CYP across all tiers	CYP able to access substance misuse services when needed	H	PB	01/06/14	30/06/15	
GLP5	Develop information	CYP sustain tenancies	H	PB	01/06/14	30/06/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	sharing agreement with housing providers	and accommodation					
GLP6	Work with SWP/Cardiff YOS to monitor effectiveness of decision making in OOC system for CYP	OOC system operated in line with National Guidance	H	MB	01/06/14	30/06/15	
GLP7	YOS contributes to Youth Progression and Engagement Framework	Needs of CYP in YJS are identified and addressed	M	MB	01/06/14	30/06/15	
GLP8	Participate in Mental Health Partnership meetings and continue to raise awareness of health needs for CYP in Youth Justice System	Health needs of CYP are met across Cardiff and Vale	H	PB	01/06/14	30/06/15	
GLP9	Identify areas for future collaboration for delivery of services across Cardiff and Vale YOS	Resilience in service delivery achieved across both areas	H	YOS MT	01/06/14	30/06/15	
GLP10	Undertake regular meetings with SWP/EDT/Cardiff YOS	Overnight detention of CYP in Police Custody is monitored	H	MB	01/06/14	30/06/15	
GLP11	National Protocol with Probation Trust for Youth to Adult transitions developed	Young people supported in the transition process effectively to adult	H	MB	01/06/14	31/12/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
		services					
GLP12	Liaison with YOS re offenders aged 18 and over for information on previous YOS involvement	Young adult offenders are assessed and supervised more effectively	H	PG	01/06/13	31/12/13	
GLP13	Develop understanding with CYPS, Private and LA care placements of the need to avoid criminalisation of CYP	CYP in the care system are not disproportionately represented in the YJS	M	YOS MB	01/06/14	30/06/15	

Service Self Assessment – Where We Excel

Areas of Notable Practice	Success Achieved
Reduction in first time entrants	Young people taking part in diversionary work and triage are less likely to go on to offend and get a criminal record. Lower case loads for case managers; better use of resources.
Restorative justice	Victims have their say on the impact of the crime on their lives and offenders have the opportunity to help put things right; assists in reducing offending, better supporting victims and helping to build public confidence.
Partnership working with CYPS & specialist providers for CYP displaying sexually harmful behaviour	Positive outcomes for CYP who have displayed sexually harmful behaviour with low re-offending rates
Performance monitoring and analysis of trends	Development of services to meet the needs of existing and future clients

Consultation - What have we done 2013/14

Project	Purpose	Method used	Sample	Analysis used	What was learned	How the service has been/will be changed
Young people & parents on prevention programmes	Ascertain satisfaction & service improvement	Questionnaires to YP at end of interventions	All YP	Qualitative and quantitative analysis in report format	100% young people and parents saw a reduction in problematic aspects of YP lives as a result of intervention	N/A
Victims of crime	Ascertain satisfaction & service improvement	Questionnaires from Victim advocates	All victims of crime use service	Qualitative and quantitative analysis in report format	100% Victims feedback received were satisfied or very satisfied Higher engagement and satisfaction rates where victims took part in face to face RJ	Earlier engagement of victims
Volunteer feedback on training courses	Ascertain satisfaction of training course and delivery	Post course evaluation sheet	All volunteers attending training	Qualitative and quantitative analysis in report format	96% volunteers found training experienced to be 'Excellent/V.Good'	N/A

Future Consultation - What Will We Do 2013/14

Stakeholder	Purpose	Method	Sample	Success Criteria	Complete	Officer
Young People	Ascertain satisfaction & service improvement	Consultation events and questionnaires	All YP	50% response rate	June 2014	MB
Victims of crime	Ascertain satisfaction & service improvement	Questionnaires	All victims of crime use service	25% response rate	March 2015	NW
Volunteer feedback on training courses	Ascertain satisfaction of training course and delivery	Post course evaluation sheet	All volunteers attending training	90% response rate	March 2015	MB
Parent/carer consultation	Ascertain satisfaction & service improvement for parenting programmes	Questionnaire at beginning and end	All Parents/carers who use service	50% response rate	March 2015	EB
YOS Self assessment survey	Ascertain how the YOS Management Board, partner agencies and YOS Practitioners view the YOS	Questionnaire	All YOS Staff and YOS Management Board	90% response rate	September 2015	YOS MB

Current Collaboration

Collaborative Activity	Partners Involved	Outcome Required
Partnership work to deliver services to young people in the youth justice system	Police, Social Services, Probation, Education, Health (including CAMHS), Careers Wales, Llamau, Homelessness service, Inroads drugs/alcohol support services, youth support services	The reduction of youth offending and reoffending in the Vale of Glamorgan
Delivery of Court services to young people in Vale of Glamorgan	Cardiff Youth Offending Service, Her Majesty's Court and Tribunal Service	Reduction of resources across both authorities required to deliver services to young people in Court
Delivery of prevention services	Community Safety Partnership, Police, Social Services, Probation, Education, Health (including CAMHS), Careers Wales, Llamau, Homelessness service, Inroads drugs/alcohol support services, youth support services	Reduction in first time entrants to the youth justice system
Triage service	South Wales Police, Cardiff YOS, MAC	Reduction in first time entrants to the youth justice system and promotion of restorative justice
Delivery of programmes to prevent offending	South Wales Fire and Rescue Service, Youth Service, Cardiff and Vale UHB, Cardiff City Football Club	Reductions in offending and re-offending
Neighbourhood Resolution Panels	Cardiff YOS, SW Police, Safer Vale, Cardiff Integrated Partnership Board	Neighbourhood justice administered
Jointly undertake assessments and deliver interventions to CYP who sexually offend	Vale YOS Practitioners and NSPCC	CYP who sexually offend are managed on a multi agency basis

Future Collaboration

Collaborative Activity	Partners Involved	Outcome Required	Action
Restorative Justice	Cardiff YOS, RJ Co-ordinator, Cardiff Integrated Partnership Board, Schools, CYPS, Communities First, Residential Homes, Foster Carers, SW Police, ASB Unit, Children and Young People' Partnership	Restorative practices applied consistently across Cardiff and Vale of Glamorgan local authorities	Deliver joint restorative approaches training to identified partners
Victim Co-ordinator Training in Restorative Justice in Sexually Harmful Behaviour	All Welsh YOTs, AIM, YJB	Staff confident in managing complex cases, restorative practices applied consistently across Wales	Co-ordinate delivery of restorative approaches training to identified partners

Plan signed off by Chair
on Behalf of YOS Management Board :



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Plan signed by YOS Manager:

Date :30th June, 2014.....