



YOUTH JUSTICE PLAN 2015/16

Service **Youth Offending Service**

YOS Manager **Paula Barnett**

Date signed
off by **August 2015**
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 aged 10 to 18, both in the community, i.e. subject to Court Orders and in custody. The aims of the service are to prevent offending and reoffending, reduce 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, 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

The current plan covers the period 2011 – 2021 and is monitored using a Delivery Plan covering the period 2014 – 2018 by 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 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, 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.

Future Change and Challenges

Collaboration Agenda

One of the top ten priorities within the Vale of Glamorgan Community Strategy 2011 - 2021 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”. To achieve this aim, the Vale of Glamorgan Council merged the Local Service Board with Cardiff during 2014, launched a Shared Regulatory Services with Bridgend and Cardiff in 2015, and is participating in the Central South Consortium for joint delivery of education services and the development of a regional adoption service. An expression of interest in merger with Bridgend County Borough Council was submitted in late 2014 but rejected by Welsh Government, along with all other applications at this time. Welsh Government has outlined new proposals and a further reduction in the number of local authorities and is seeking to deliver legislation, Local Government (Wales) Bill to allow for certain preparatory work to enable a programme of local government mergers and reform in Wales; and to facilitate voluntary early mergers of Principal Local Authorities, by April 2018. The Vale of Glamorgan Council has rejected the proposals regarding a merger with Cardiff Council at this time and 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 continues to 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

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 on an annual basis.

The Youth Crime Prevention Fund across Cardiff and Vale YOSs sustains delivery of Triage, Out of Court Disposals, Youth Restorative Disposals, i.e. 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 the YOS Prevention Service. In addition the grant is used to commission targeted detached outreach Youth Services to young people and locations which are identified as at risk of involvement in anti social and/or offending behaviour. Welsh Government for the year 2015/16 have changed the funding criteria for the Youth Crime Prevention Fund to focus on the priorities set out in the Welsh Government/YJB Strategy, "Children and Young People First", with a greater emphasis being placed on the use of restorative alternatives to charging and a focus on support for children and young people "after justice", whether in relation to reintegration and resettlement following a community or custodial sentence. The changes to the funding criteria has prompted a requirement to review the funding allocation regarding anti-social behaviour as this will not meet the grant conditions in future years in its current format. Agreement has been reached that 2015/16 will be a transitional year with the piloting of the use of Neighbourhood Resolution Panels, at stage 2 and stage 3 of the ASB process being utilised to inform a review of the systems and evaluation of the outcomes. The systems review will also enable agencies to identify if, and/or where potential gaps in service provision could occur.

Funding previously received via the YJB for prevention and/or substance misuse transferred to the Police and Crime Commissioner in 2013/14 with a requirement for YOTs to submit an annual bid for allocation of funds. This position has now changed with the Police and Crime Commissioner indicating a desire to move away from "grant funding" to a focus on partnership arrangements to achieve shared outcomes. Monitoring of the allocation of funds will in future be achieved through the representation of the Police and Crime Commissioner's office on the YOS Management Board and through the provision of performance information.

The YJB continue to fund YOTs through the Youth Justice (YOT) Grant (Wales). The terms and conditions of this grant have changed for 2015/16 with there no longer being a requirement to complete a "costed plan", although the YJB still require YOTs to evidence how the YJB grant will be used exclusively to delivery youth justice services. The YJB grant for 2015/16 has reduced by 7.6% reducing from £190,001 to £175,561, a reduction of £14,440.

The overall YOS budget amounts to £1,177,418 with the YJB making up 15% of the budget. The Local Authority is the largest contributor to the YOS Budget and has again faced additional demands as a result of the devolution of the remand budget in 2013/14. The Local Authority was allocated a budget of £15,986 during 2014/15 by the Ministry of Justice. Despite a reduction in the use of remand, only 2 young people remanded during the year 2014/15, the cost of placements amounted to £72,402, making a deficit of £56,416 (£74,402 - £15,986). Although the YOS will be contributing to the local authority efficiency savings in relation to transport and energy costs, no additional reduction in budget has been identified for 2015/16 due to the implementation of the Social Services and Well Being Act 2014. Attached at Appendix B is a table outlining the Partner Contributions to the YOS Partnership Pooled Budget 2015/16

Partnership Arrangements and Risks to Future Delivery

The 2014/15 Youth Justice Plan outlined a number of factors influencing how statutory partners viewed and delivered their responsibilities to ensure the YOS was adequately resourced. Agencies are increasingly moving to a commissioning model which requires the delivery of services rather than the secondment of posts. This is evidenced in the work being undertaken by Cardiff and Vale of Glamorgan UHB in relation to the development of a commissioning strategy for delivery of emotional wellbeing and mental health services. Although the UHB continues to provide a physical health nurse provision, which is shared between Cardiff and Vale YOS, it is not anticipated that another post will be created to deliver emotional health and/or mental health services, rather that both YOTs will access services based on need once the commissioned services are in place.

The National Probation Service (NPS) during 2014/15 reduced the provision of a Probation Officer from full time to part time, with additional support provided from a Probation Support Officer, as and when required. The decision to implement this change is based on the Transforming Rehabilitation agenda and the requirement for NPS to focus on supervision of high risk offenders and the transition of young people from YOTs to the NPS. The change in provision has negatively impacted on the capacity of the case management team in relation to the provision of cover for Court and office duties in particular. This has been compounded during the year by long term sickness absences and the departure of experienced practitioners. In order to ensure that the National Probation Service's statutory obligations are met nationally and in a consistent manner, the NPS and YJB are undertaking a review of existing contributions to ensure that the needs of both the NPS and the Youth Justice Sector are met.

The Ministry of Justice continues to devolve responsibility for specific areas either to Local Authorities or Youth Offending Services, such as responsibility for Attendance Centres (Cardiff currently hosts the local Attendance Centre), unpaid work for young people aged 16 – 18, extended supervision for young people over 18 years of age subject to a Detention and Training Order licence, enforcement of Youth Rehabilitation Order Stand Alone Curfew Requirements. In relation to the provision of unpaid work, a decision has been made to decline the offer of the YJB grant in the sum of £3,680 for 2015/16, as it is not possible to meet the terms and conditions of grant in relation to the service delivery specification and the requirement to deliver at least 20% of the hours undertaking skills based activities for young people to assist with future employment rather than work in the community. The number of young people subject to Stand Alone Curfew Requirements or Extended Supervision should be limited and the YOS will need to monitor any impact on resources over the next year. The YOS has also, in agreement with the Board, declined the provision of the restorative justice grant in the sum of £2,000 because the focus of change for the remainder of 2015 must be on the implementation and roll out of Assetplus assessment framework, which would leave limited capacity to acquire the restorative quality mark for which the funding is earmarked.

Overall, although there has been a small reduction in budget, it is positive to note that both partners and grant funders continue to demonstrate confidence in the work of the Youth Offending Service in achieving good outcomes for children and young people as all contributions for 2015/16 have been confirmed.

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.
- 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.

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
- 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	2	4
FMR2	Prevention and Diversion funds reliant on short term grant funding	Collaboration on production of a regional business plan to secure funding with Cardiff Council	2	4
FMR3	Reduction in YJB Grant funding based on Government spending review	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	Responsibility for cost of remands or alternatives to remands duty of Local Authorities	Work in partnership with other service areas to identify preventative measures and alternatives to remand	2	4

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	Budget allocated and	H	PB	01/06/15	30/09/15	

	services in line with terms and conditions of funding	any shortfalls identified					
FM 2	Seek additional funding in conjunction with third sector organisations	Increased budget to deliver services	H	PB	01/06/15	30/06/16	
FM 3	Forward planning for continuation of YCPF	Continuation of prevention and diversion services	H	PB	01/11/15	31/03/16	
FM 4	Undertake a review of structure of YOS based on future demand	Effective use of resources and YOS future proof	H	PB	01/06/15	30/06/16	
FM 5	Partners understand the level of service and resources required within the YOS	YOS sufficiently resourced	H	YOS MB	01/06/15	30/06/16	
FM 6	YOS budget monitored on a monthly basis	Ability to meet financial commitment and balance budget	M	PB	01/06/15	30/06/16	
FM 7	Cost of remand placements monitored and reported	YOS Management Board and Local Authority aware of resource implications	M	PB	01/06/15	30/06/16	

People Management: To implement effective and sustainable workforce planning

Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
PMR 1	Retention of Prevention practitioners due to grading of posts	Re-grading of posts based on requirements of role	3	4
PMR 2	Reduction in level/number of partnership staff as result of collaboration agenda, changes in statutory duties or austerity measures	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	3	4

Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
PM1	Revise Prevention job descriptions and apply for regarding of posts	Retention of practitioners longer term	H	YOS MT	01/06/15	31/12/15	
PM2	Monitor availability of seconded partnership provision, evidence any gaps in service	Sufficient capacity to meet identified need.	H	PB/MB	01/06/15	31/12/15	
PM3	Review capacity within OOCd, case management team taking into account workload, expectations	Sufficient staffing levels available to meet demand	H	YOS MT	01/06/15	31/03/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	for duty/Court cover etc						
PM4	Further develop quality assurance framework in line with ASSETPlus	Audit will identify workforce development needs	M	KG	01/06/15	30/06/16	
PM5	Identify how staff can participate proactively in continuous service improvements	All staff are aware of quality standards and able to implement	M	KG	01/06/15	31/03/16	
PM6	Implement new Asset Plus Assessment Framework including training for practitioners	Quality assessments improve delivery of tailor made interventions	H	MB/KG	01/09/15	31/03/16	
PM7	Deliver Childview Training on upgraded versions to incorporate Asset Plus Framework	Practitioners understand requirements and maintain accurate records	H	PB/GW	01/09/15	31/03/16	
PM8	Refresh YOS Workforce Development strategy	Staff effectively trained to meet the needs of the service	H	PB	01/10/15	30/06/16	
PM9	Jointly recruit and train volunteers across service areas within the YOS	Sufficient volunteers available to deliver services	M	MB	01/06/15	30/06/16	
PM10	Undertake observations of staff practices as part of management oversight of quality	Staff are trained effectively to undertake areas of work	M	YOS MT	01/06/15	30/06/16	

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
SER3	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
SER4	Lack of robust evaluation methods to ensure services are designed to meet the needs of both males and females within the service	Utilise YJB Girls Health check to inform service improvements. Ensure evaluation of outcomes is built into design of services	3	3

Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
SE1	Utilise prevention and re-offending analysis to inform service delivery	Services developed to meet the needs of the local population	H	YOS MT	01/06/15	30/06/16	
SE2	Utilise data from variety of sources to inform service	Increased understanding of future	M	GW	01/06/15	30/06/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	development	demands					
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	01/09/15	31/03/16	
SE4	Asset Plus training including addressing diversity delivered	Staff recognise and respond accordingly to diversity issues	M	MB/KG	01/09/15	31/03/16	
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	01/06/15	31/03/16	
SE6	Undertake consultation 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	01/06/15	31/03/16	
SE7	Utilise service users feedback obtained by HMI Probation Inspectorate to inform service delivery	Service design and delivery is informed by voice of users	M	MB/KG	01/09/15	30/06/16	
SE8	Undertake consultation with partner agencies to gain awareness of practice implications when	Improved partnership working, working relationships and shared objectives	M	YOS MT	01/09/14	31/03/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	working in partnership						
SE9	Reflect working with females within the YOS Safeguarding Policy	YOT has a policy/mission statement for working with females	M	KG	01/06/15	31/06/16	
SE10	Develop local directory of services including gender specific services which all staff can access	Ability to signpost/refer females to most appropriate services to meet need	M	KG/CD	01/06/15	31/06/16	

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 : Year 2014/15

Accommodation

Access to suitable accommodation			
	YOT	South Wales	Wales
Number of yp with closed disposals	48	511	1098
Suitable accommodation before the start	46	493	1052
Suitable accommodation at the end	44	479	1022
% point change -all sentences -start vs end	-4.2%	-2.7%	-2.7%
Number of yp with a closed custody sentence	2	38	83
Suitable accommodation-start of custody sentence	2	32	69
Suitable accommodation-start of custody licence	2	35	76
% point change -custody -transfer vs start	0.0%	7.9%	8.4%
<i>*good performance is typified by a positive percentage</i>			

Education Training and Employment

Engagement in education, training and employment			
	YOT	South Wales	Wales
Number of yp of statutory school age	9	159	347
Average no. of hrs in ETE per a yp - start	22.9	13.6	17.9
Average no. of hrs in ETE per a yp - end	20.6	16.0	19.0
Percentage change	-10.2%	17.0%	5.9%
Number of yp above statutory school age	27	267	629
Average no. of hrs in ETE per a yp - start	12.2	10.3	11.5
Average no. of hrs in ETE per a yp - end	14.6	14.2	14.5
Percentage change	19.5%	37.7%	26.3%
<i>*good performance is typified by a positive percentage</i>			

* Caveat data held by YJB in relation to custody, which affects accommodation, is currently incorrect and tables are likely to change once the position is rectified.

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	01/09/15	30/06/16	

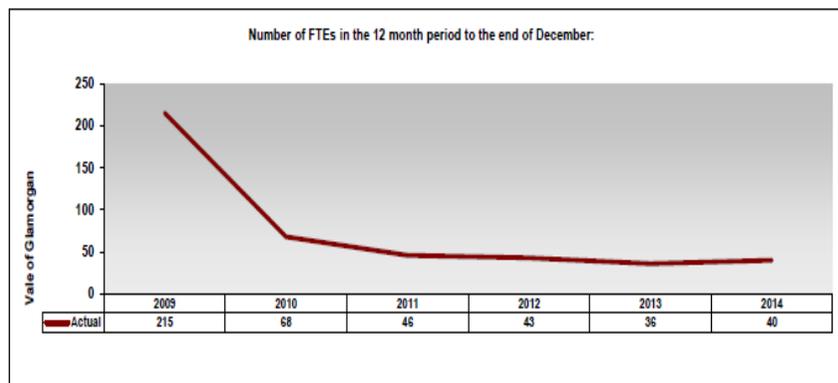
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
APIS 2	Review use of CHAT tools associated with Asset plus with identified YOS Specialist Nurse and Substance Misuse Worker	CHAT tool implemented	M	MB/RW/JP	01/09/15	30/06/16	
APIS 3	Review use of Speech, Language and Communication tool and referral pathways	Young people with Speech, Language and Communication difficulties identified and appropriately designed interventions delivered	M	MB/CMT	01/09/15	30/06/16	
APIS 4	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	01/09/15	30/06/16	
APIS 5	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	YOS MT	01/09/15	30/06/16	
APIS 6	Develop and deliver training re defensible decision making	Recording demonstrates assessment reviews completed in line with agreed NS and significant change	M	MB/KG	01/09/15	30/06/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
APIS 7	Outcome of review meetings feed into revised interventions plans	Service users contribute to plan increasing compliance and positive outcomes	H	KG	01/09/15	30/06/16	
APIS 8	Review quality assurance systems to incorporate changes in practice following Asset Plus Implementation	Establish baseline for quality and identify strengths and areas for improvement	H	YOS MT	01/04/15	30/06/16	
APIS9	Diversity and vulnerability training delivered as part of Asset Plus implementation	Diversity is recognised and interventions delivered to meet individual need	M	MB/KG	01/09/15	30/06/16	
APIS10	Negotiate with UHB access to specialist health services in the YOS	Access to appropriate health services within the YOS	H	PB/RW	01/09/15	30/06/16	
APIS11	Establish links with Housing Services re debt management and independent living skills for young people in social housing	Young people sustain tenancies	M	PB/MB	01/09/15	30/06/16	

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

Performance – 9 months Jan to Dec 2014

FTE's Current Position



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South Wales Comparison 4 Year Annual FTE Numbers

	2011/2012	2012/2013	2013/2014	2014/2015
Bridgend	48	42	18	20
Cardiff	141	113	154	143
NPT	24	52	43	42
Cwm Taf	97	77	61	60
Swansea	75	79	58	51
Vale of Glam	39	47	40	36

* Performance measure changed in 2011 as data now collected and analysed using PNC information. During 2014/15 RCT and Merthyr Tydfil YOTs have amalgamated to become Cwm Taff YOS. Bridgend, Neath Port Talbot and Swansea have also amalgamated and once data becomes aggregated, a new comparison table will need to be developed.

Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
FTER1	Prevention and Diversion services are dependent on external funding sources.	Collaborate with Cardiff Council to secure continuation of regional funding from WG based on positive outcomes	3	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
FTER4	Reconfiguration of preventative services following implementation of Social Services and Well Being Act 2014	YOS involved in mapping and redesign of prevention and early intervention services	2	3

Action to address the risk

Action Ref No	Actions against this Risk	Outcome	Priority	Updater	Start Date	Finish Date	Progress
FTER1	Submission of business case to WG to sustain funding for ongoing projects	The service remains viable beyond 2016	H	PB/MB	01/11/15	31/03/16	
FTER2	Utilise YCPF grant to support targeted Youth Service provision	Detached Youth Services delivered during 2015/16	H	MB	01/11/15	31/03/16	
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	01/06/15	31/03/16	

Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
FTE1	Launch Prevention Strategy 2015 – 2018	Ensure provision of targeted tiered	H	MB	01/06/15	31/12/15	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
		services across the authority for CYP, maintain performance					
FTE2	Develop links with Housing Managers to identify at risk young people within areas of social deprivation	Targeted services are promoted to those at greatest risk	H	MB	01/06/15	31/03/16	
FTE3	Ensure YOS represented at professional events	Factors affecting risk of offending/re-offending are highlighted to other professionals	M	PB/MB	01/09/15	31/03/17	
FTE4	Hold regular training/briefing events for professionals promoting Prevention Strategy and its findings	Factors affecting risk of offending/re-offending are highlighted to other professionals	M	MB/CD	01/08/15	31/03/17	
FTE5	Pulse Detached Youth Work Team use YOS and CSP data to target resources in the community	Evidence based targeted Tier 1 work delivered in the community	M	MB/AB	01/06/15	31/12/15	
FTE6	Children of IOM adult offenders referred to Prevention Services	Intergenerational offending cycle disrupted	M	MB/PG/ YOS PO	01/06/15	31/03/16	
FTE7	Identify community	Young people and	M	CD	01/06/15	31/03/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	based referral pathways for young people undertaking and exiting prevention and diversionary interventions	families accessing services in the community to meet individual needs					
FTE8	Review YOS Prevention screening tool and incorporate additional characteristics identified through FTE analysis completed	CYP with recognised characteristics prioritised for YOS intervention	M	CD	01/09/15	31/10/15	
FTE9	Identify funding to reinstate RJ in Schools Co-ordinator post	Reduction of school based incidents reported to the police	H	MB	01/09/15	31/03/16	
FTE10	RP Training delivered across VOG to promote restorative outcomes and reduce prosecutions	Children and young people develop greater empathy skills. Staff confident in dealing with conflict situations	M	MB	01/06/15	31/03/17	
FTE11	Research specific characteristics of group violence	Staff able to assess and address violent behaviour	H	MB/NC	01/09/15	31/03/16	
FTE12	Develop group related violence programmes based on research findings	Reduction in likelihood of further violent offences	H	MB/NC	01/12/15	31/03/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
FTE13	Increase the use of Parallel Lives programme across all tiers	Families feel supported and children and young people remain at home	M	MB/NC	01/10/15	31/03/16	
FTE14	Undertake analysis of females who offend	Gender specific interventions designed based on evidence of need	H	YOS MT	01/08/15	31/12/15	
FTE15	Train practitioners and implement Asset Plus within YOS	Improved assessment of risk and needs of CYP at risk of offending	H	MB	01/10/15	31/03/16	
FTE16	Review YOS Protocol for ASB	Changes to ASB legislation implemented in VoG	H	MB/DG	01/07/15	31/12/15	
FTE17	Neighbourhood Resolution Panels utilised for responding to ASB for CYP	Children and young people develop greater empathy skills. Community and victim led interventions delivered	H	MB/DG	01/07/15	31/12/15	
FTE18	YOS participate in mapping and redesign of preventative services across Local Authority as part of implementation of Social Services and	Clear vision of how Local Authority will respond to future challenges and opportunities presented by the Act	H	PB/MB	01/09/15	30/06/16	

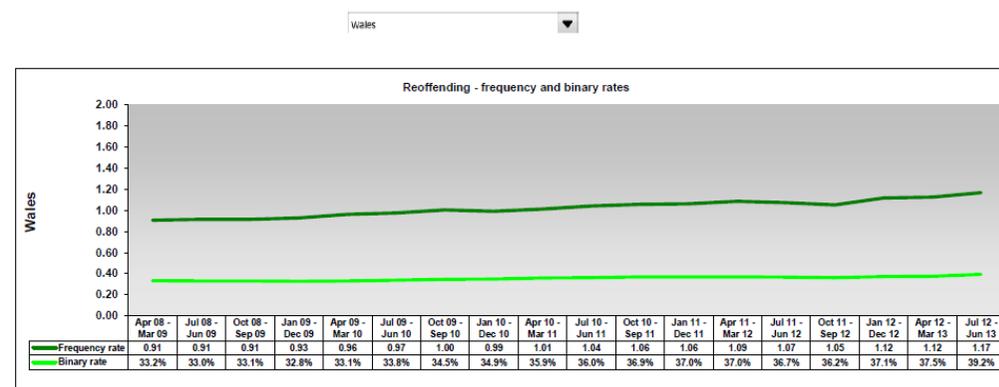
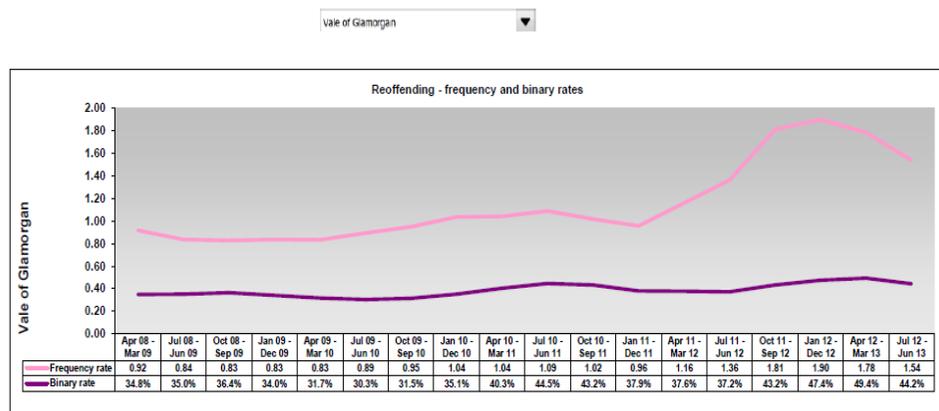
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	Well Being Act 2014						
FTE19	Refresh engagement and compliance procedures for both Triage and YOS	Case managers understand and implement procedures appropriately	M	MB/NC	01/06/15	30/06/16	

Service Plan Objective: Reduce re-offending

Performance – Comparison period Jul 2011/Jun 2012 to Jul 2012/Jun 2013

* Re-offending data has an 18 month tracking period

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.	3	3
RROR2	Reduced number in statutory cohort effects re-offending performance	Robust evaluation of interventions delivered to CYP who re-offend	3	3
RROR3	Increase in the use of custody as a result of	Improve relationships with Magistrates	3	3

	persistent re-offending	Court, increased understanding of complexities of young people and need to use custody as last resort		
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
RROR5	Lack of capacity within case management and management team due to sickness absence, staff turnover	Fast track recruitment processes to ensure vacancies filled as soon as possible	3	3

Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
ROR1	Utilise YJB Re-offending analysis and Live Tracker	Determine whether trends identified in patterns of offending. Utilise resources to address identified need	H	PB/GW	01/09/15	31/06/16	
ROR2	Track children and young people subject to Prevention, Triage and OOCB interventions for period of 12 months	Ability to measure the effectiveness of interventions	H	CD/SH/M B	01/06/15	31/06/16	
ROR3	Review assessment and intervention plans of young people who have re-offended identified by Live	Assessments are of sufficient quality and level of intervention appropriate	H	YOS MT	01/09/15	31/06/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	Tracker						
ROR4	Undertake assessment audits on a quarterly basis of sample of young people identified as enhanced and/or intensive scaled approach level	Intervention levels appropriate, only high risk young people included within YOS CPF forums	M	YOS MT	01/09/15	31/06/16	
ROR5	Implement outcomes of Induction and Engagement workshops held as result of audit outcomes	Young people are engaged in the Order and with the YOS at the earliest opportunity	M	KG	01/09/15	31/03/16	
ROR6	Ensure case managers utilise Offending Behaviour Programme (OBP) recording template	Young people's progress and success on programmes are evaluated	H	KG/MB	01/09/15	31/06/16	
ROR7	Undertake analysis of re-offending post-delivery of offending behaviour programmes	Ability to measure the effectiveness of structured offending behaviour programmes	M	KG/MB	01/09/15	31/06/16	
ROR8	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	KG	01/06/15	30/06/16	

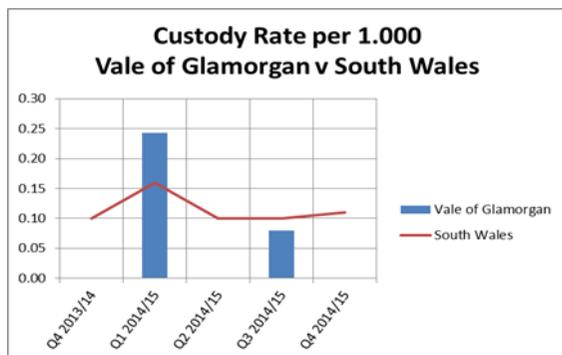
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
ROR9	Monitor progress of YJB new case management approach pilot	Identify lessons learnt to reduce re-offending rates	H	YOS MT	01/06/15	30/06/16	
ROR10	Source variety of gender based interventions and community based activities for CYP	CYP engaged in constructive leisure activities	M	KG/MB	01/06/15	30/06/16	
ROR11	Review the Breach, Enforcement and Revocation Policy and effectiveness of Breach Panel Process	CYP effectively engaged and successfully complete Orders	H	KG/MB	01/06/15	30/06/16	
ROR12	Implement Y2A portal for transfer of case information to Probation	Information for transition securely shared	H	Mb/GW	01/06/15	30/06/16	
ROR13	Track and monitor CYP who have transferred to Probation	Lessons learnt from the transition arrangements for CYP	H	MB	01/06/15	30/06/16	
ROR14	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	30/06/16	
ROR15	Increase use of restorative alternatives within residential care home settings, foster	Reduction in the number of Looked After Children prosecuted for	H	YOS MT/CYP S	01/06/15	30/06/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	care, and other settings to assist staff to manage young people's behaviours	offences "in the home"					
ROR16	Work with CYPS managers to promote the inclusion within placement providers contracts of a requirement to consult with the home Local Authority regarding alternatives to charging for young people	Reduce the number of LAC young people within the Youth Justice System	M	PB/MB/ CYPS OMS	01/06/15	30/06/16	
ROR17	Monitor recommendations outlined in Education Report presented to YOS Management Board re provision for young people in YOS	Increased access to full time education provision for all young people in YJS	H	YOS MB	01/06/15	30/06/16	
ROR18	Utilise Home Office Guide re Adolescent to Parent Violence and Abuse to review operating practices within YOS and external to YOS	Promote Guidance at Domestic Abuse Forum and Safer Vale meetings to encourage a Local Authority wide response to issue	M	YOS MT	01/09/15	30/06/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
ROR19	All re-offenders receive a full parenting assessment to inform PSRs undertaken by Family Support Officer	Parenting issues are identified and managed at the earliest opportunity	M	KG/MB	01/06/15	30/06/16	

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 – Year 2014/15



	Custodial Sentences	Rate per 1.000 of 10-17 population
Neath Port Talbot	2	0.16
Vale of Glamorgan	7	0.32
Cwm Taf	15	0.55
Bridgend	6	0.47
South Wales	55	0.48
Swansea	7	0.34
Cardiff	21	0.71

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	2	3
RRUC2	Inappropriate use of Custody, failure to use custody as “last resort”	Increased awareness of Youth Court Magistrates of alternatives to custody, YOS resources and	2	3

		Sentencing Council's Guidelines		
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	2	3
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 planning	2	2
RRUC5	Implications of Southwark judgement placing responsibility on Local Authority to accommodate young people both in community and upon release	CYP Homelessness and Support Action Plan implemented	2	3

Action to Address the Risk

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
RUC1	Monitor effectiveness of Remand Placement Policy to ensure practitioner adhering to procedures	CYP receive appropriate care and services whilst in custody	M	PB/CYPS	01/06/15	30/06/16	
RUC2	Review ISS provision and delivery to ensure sufficiently robust to consider as alternative to remand/custody	Increased Magistrates confidence in use of alternatives to custody	M	MB/ISS Co-ordinator	01/06/15	30/06/16	
RUC4	Promote use of intensive level of interventions based on proportionality	Reduction in escalation of young people and use of custody	M	MB/KG	01/06/15	30/06/16	
RUC5	Analyse non compliance	Identification of trends	M	YOS MT	01/06/15	30/06/16	

	and breach action undertaken over 12 months period	barriers to engagement					
RUC6	Implement outcomes of Induction, Breach and Compliance Workshops	Young people are actively engaged in their Order and with YOS at the earliest opportunity	H	KG/MB	01/06/15	30/06/16	
RUC7	Refresh engagement and compliance procedures for YOS	Case managers understand and implement procedures appropriately	M	KG/MB	01/06/15	30/06/16	
RUC8	Develop in conjunction with Media Academy Cardiff programmes to address violent behaviours	Reduction in re-offending of young people in relation to violence	M	MB/MAC	01/09/15	30/09/16	
RUC9	Deliver tiered and structured violence offending behaviour programmes to prevent re-offending/escalation of young people through YJS	Young people desist from offending at earliest opportunity	M	MB/MAC/CMT	01/09/15	30/09/16	
RUC10	Review PSR Gatekeeping form to ensure robustness of argument against custody is explicit	All PSRs contain argument against custody and credible alternatives provided	H	KG/MB	01/06/15	30/06/16	
RUC9	Conduct survey with Magistrates on quality of PSRs in Court	PSR quality improved and increased confidence in sentencing options by Magistrate's	M	YOS MT	01/06/15	30/06/16	

RUC10	Engage in Magistrates events to increase understanding of complexities of young people and provision of services within YJS	Increased confidence of Magistrates in community supervision by YOS	M	YOS MT/ YOS Practitioners	01/06/15	30/06/16	
RUC11	Utilise lessons learnt from Thematic Inspection for Resettlement to promote issues facing young people prior to release and risk of re-offending	Partners involved in resettlement planning and increased access to services both for ROTL and on release	H	YOS MT	01/06/15	30/06/16	
RUC12	Case Management Team fully utilise resettlement checklist and contribute to resettlement evaluation	CYP access appropriate services on release	H	KG/CMT/ GW	01/06/15	30/06/16	
RUC13	Monitor requests for and provision of PACE 38/6 beds by Police	CYP not detained unnecessarily in Police cells overnight	H	MB/EDT	01/06/15	30/06/16	
RUC14	Monitor capacity of appropriate adult services. Deliver training to volunteers to support services	Sufficient resources available to meet demand for appropriate adult services	M	MB	01/06/15	30/06/16	
RUC15	Contribute to review of 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	01/06/15	30/06/16	

RUC16	Highlight needs of CYP in custody in relation to access to suitable education, training or employment on release	CYP access appropriate ETE provision on release from custody	M	MB/LEA	01/06/15	30/06/16	
RUC17	Increase access to both appropriate ETE provision and the number of hours available to YOS and LAC CYPs as priority	LEA to target appropriate resources to priority cohorts	H	YOS/LEA MAN BOARD	01/09/15	30/06/16	
RUC18	Utilise Moving On Project for LAC and YOS CYPS and participate in evaluation of outcomes	Increased opportunities for priority cohort	H	PB/ Careers Wales	01/09/15	30/06/16	
RUC19	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	01/09/15	30/06/16	
RUC20	Ensure all YPs sentenced to custody receive family support during custodial element	Risk of reoffending and resettlement needs reduced prior to release	H	KG	01/06/15	30/06/16	

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 a baseline for quality of ROSH and RMP.	ROSH and RMPs are quality assured at the time of countersignature. Ability to identify training needs	M	KG	01/10/15	30/06/16	
ROSH2	ROSH is reviewed at timely intervals by CMT	Young people managed appropriately in line with assessed risk levels	H	KG	01/06/15	30/06/16	
ROSH3	Review Risk Led Policy and Practice Guidance to ensure reflects changes in MAPPA guidance, 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	30/09/15	30/06/16	
ROSH4	Review Social Services Risk Management Policy to assess fit with YOS practice	Social Services risk management practices incorporated into YOS practice guidance if	M	PB	30/09/15	30/06/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
		appropriate					
ROSH5	YOS PC attends tasking and briefing regularly to share intelligence with SWP and YOS	YOS PC Role operates in accordance with ACPO guidance	H	MB/MW	30/09/15	30/06/16	
ROSH6	Engage with Strategic MAPPA re monitoring of high risk offenders and performance monitoring	Improved awareness of risk factors re children and young people, robust risk management plans developed	H	YOS MB	30/09/15	30/06/16	
ROSH7	Ensure revised MAPPA Guidance disseminated and promote use of notification and referrals for eligible young people	MAPPA able to screen and co-ordinate management of high risk offenders	H	PB/KG	30/09/15	30/06/16	
ROSH8	Implement 4 Pillars of Risk Management model to be introduced by Strategic MAPPA	Managers and practitioners trained and able to utilise new risk assessment, management model	M	YOS MT/CMT	30/09/15	30/09/16	
ROSH9	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/LSCB	30/09/15	30/06/16	
ROSH10	Liaise with LEA and schools to develop	Where risk is manageable, reduce	M	MB/KG	30/09/15	30/06/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	appropriate risk management plans to reduce risks associated with young people who sexually offend	possibility of exclusions					
ROSH11	Utilise tiered and structured offending behaviour programmes designed to address risk	Practitioners have range of tools to address risk factors	M	KG/MB	30/09/15	30/06/16	
ROSH12	Utilise Home Office Guide re Adolescent to Parent Violence and Abuse to review operating practices within YOS and external to YOS	YOS Practitioner contribute to victim safety plans where appropriate	M	YOS MT	01/09/15	31/03/16	
ROSH13	Utilise lessons learnt from Report re Community Safeguarding and Public Protection Incident Procedures	YOS has robust and effective quality assurance arrangements in place and ability to disseminate learning	M	PB	30/09/15	30/09/16	
ROSH14	Develop victim transfer system between YOS and National Probation Service for young people attaining age of 18 to promote victim	Compliance with Victims' Code of Conduct in relation to transfer to adult services	M	MB/NW	30/09/15	30/09/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	safety issues, inform licence conditions etc						

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 – Year 2014/15

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	5	5	100.0%	5	5	100.0%
Cardiff	48	39	81.3%	47	46	97.9%
Cwm Taf	55	51	92.7%	48	47	97.9%
Neath Port Talbot	46	46	100.0%	46	46	100.0%
Swansea	19	14	73.7%	19	19	100.0%
Vale of Glamorgan	26	24	92.3%	26	24	92.3%
Total	503	450	89.5%	489	467	95.5%

Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
SFHR1	Social Services and Well Being Act 2014 will introduce a change in service provision, risk young people needs may not	YOS participate in reshaping of prevention and early intervention	2	4

	be met at earliest opportunity	services		
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	Staff have clear guidance in relation to roles and responsibilities	M	PB/OM CYPS	30/09/15	31/03/16	
SFH2	Finalise YOS Safeguarding Guidance	Staff understood role in safeguarding	M	PB	30/09/15	31/03/16	
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	KG	30/09/15	30/06/16	
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	M	YOS MT/ CYPS	30/09/15	31/06/16	

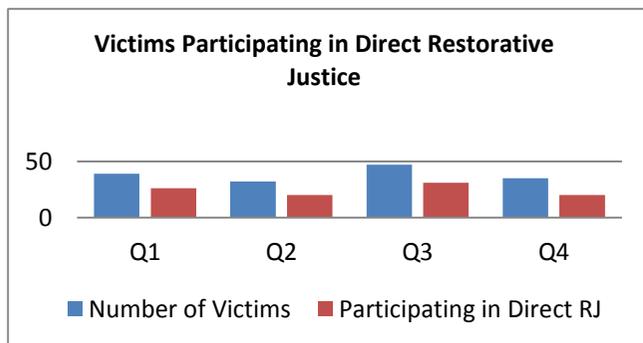
		understood					
SFH5	Develop with CYPS performance monitoring mechanisms for oversight of young people who display sexually harmful behaviour	MAPPA/LSCB/YOS Management Board have strategic oversight of sexually harmful behaviour	M	PB/OM CYPS	30/09/15	31/06/16	
SFH6	Implement guidance for staff in CYP displaying sexually harmful behaviour	Staff confident and competent in identifying risks for CYP displaying sexually harmful behaviour	M	CYPS/YOS MT	30/09/15	30/06/16	
SFH7	"Sexting" theatre productions delivered to all secondary schools	Increase awareness of risk associated sharing of sexual images with mobile media	M	MB/DD	01/06/15	31/12/15	
SFH8	Ensure all LSCB protocols are implemented once ratified	Staff understand and take appropriate action in line with safeguarding protocols	M	YOS MT	30/09/15	30/06/16	
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	30/09/15	30/06/16	
SFH10	YOS Practitioners complete SERAF risk assessment in relation	Strategy meetings held for high risk young people. Local Authority	M	YOS MT/YOS Practitioners	30/09/15	30/06/16	

	to concerns re sexual exploitation and share outcomes with Policy and Protection Unit	have oversight of level of concerns re sexual exploitation					
SFH11	Triage screening/assessment revised to incorporate questions to identify risk of sexual exploitation	Young people at risk are identified at earliest opportunity	M	MB/MAC	01/06/15	31/12/15	
SFH12	Utilise NSPCC tiered 4 stage intervention programmes re sexual exploitation	Young people able to access appropriate services	M	KG/YOS Practitioners	30/09/15	30/06/16	
SFH13	Monitor diversity & disproportionality of CYP in the YJS	Over representation of certain groups of CYP identified and outcomes monitored	M	YOS MT	30/09/15	30/06/16	
SFH14	CYP are assessed for Speech and Language Difficulties, utilising Assetplus tools and able to access therapists where required	Services delivered to the needs of the individual CYP	M	YOS MT	30/09/15	30/06/16	
SFH15	Ensure robust transfer arrangements in place for CYP placed outside of county taking into account parallel running of Asset and Assetplus	CYP placed outside of county receive seamless supervision	H	YOS MT	30/06/15	30/06/16	

SFH16	Develop with partner agencies exit strategies for young people with identified need/ risk or transitioning to adult services	Support mechanisms remain in place following end of YOS interventions	M	YOS MT	30/09/15	30/06/16	
SFH17	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 MB/PB	01/06/15	30/06/16	
SFH18	Utilise lessons learnt from Community Safeguarding and Public Protection Incident Procedures Report	Improved mechanisms in place for multi-agency reviews to improve practice and keep young people safe	M	LSCB/YOS MB/YOS MT	30/09/15	30/06/16	
SFH19	Digital parenting workshops delivered within schools to parents	Increased awareness of online safety tools for parents of CYP	M	MB/EB/DD	30/09/15	30/06/15	

Service Plan Objective: Increase victim and public confidence

Performance – Year 2014/15



	Q1	Q2	Q3	Q4
Number of Victims	39	32	47	35
Participating in Direct RJ	26	20	31	20
%	66.67	62.50	65.96	57.14

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	01/06/15	30/06/16	
IVPC2	Update content of YOS Web Site	Information for public up to date and relevant	H	MB	01/09/15	30/09/16	
IVPC3	Views of victims are incorporated in the development of all plans	Increased victim satisfaction and victim safety	H	MB/KG	01/09/15	30/09/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
IVPC4	Consent of victims is obtained in writing to participate in restorative processes	Compliance with Victim's Code of Conduct	H	MB	01/09/15	30/09/16	
IVPC5	Undertake observations of NR and RO Panels	RJ interventions are carried out safely and in line with NOS for RJ	H	MB	01/09/15	30/09/16	
IVPC6	Apply for Restorative Services Quality Mark	Public are confident that RJ is carried out safely within the VoG	M	MB	31/03/16	30/03/17	
IVPC7	Review Restorative Justice strategy	RP is promoted and delivered across LA	H	MB	01/09/15	30/09/16	
IVPC8	Victim services are transferred to adult services at transition point	Victims are kept informed and offered services throughout the YP sentence	H	NW	01/06/15	30/06/16	
IVPC9	Review victim engagement processes within Triage	Compliance with Victim Code of Conduct	M	MB/NC	01/06/15	30/06/16	
IVPC10	Promote with CSP identification and engagement of victims of ASB in restorative processes	Increased victim satisfaction and community confidence	M	MB/DG	01/06/15	30/06/16	

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	01/06/15	30/06/16	
GLP2	Monitor resources partners providing to YOS	YOS sufficiently resourced to deliver services to CYP	M	PB	01/06/15	30/06/16	
GLP3	Utilise YOS Management Board self assessment outcomes and Welsh Management Board Guidance to develop induction pack and training	Board can evidence strengths and areas for improvement, using evidence based tools	H	YOS MB	01/09/15	30/09/16	
GLP4	Participate in Area Planning Board to develop/monitor services for CYP across all tiers	CYP able to access substance misuse services when needed	M	PB	01/06/15	30/06/16	
GLP5	Develop closer links with	CYP sustain tenancies	M	PB/MB	01/06/15	30/06/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	Housing managers to identify young people at risk living in areas of social deprivation	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	01/06/15	31/12/15	
GLP7	Utilise Thematic Inspection Report for Resettlement to promote needs of young people within the YJS	Needs of CYP in YJS are identified and addressed	M	YOS MT	30/06/15	30/06/16	
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	30/06/15	30/06/16	
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	30/06/15	30/06/16	
GLP10	Monitor provision of appropriate adult services and undertake	Overnight detention of CYP in Police Custody is monitored	H	MB	30/06/15	30/06/16	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	regular meetings with SWP/EDT/Cardiff YOS						
GLP11	National Protocol with Probation Trust for Youth to Adult transitions implemented	Young people supported in the transition process effectively to adult services	M	MB	30/06/15	30/06/16	
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	30/06/15	30/06/16	
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	30/06/15	30/06/16	
GLP14	Utilise report re thematic inspection recommendations to youth offending partnerships to benchmark service	YOS involved in continuous service development and promotion of effective practice	M	YOS MB/PB	30/09/15	30/09/16	
GLP15	Participate in HMIP Thematic regarding accommodation	Partners contribute to inspection process	M	YOS MB/YOS MT	01/11/15	31/12/15	

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
Continuous Improvement	Benchmarking, learning lessons from research, inspection findings and recommendations and implementing change to improve practice, promote effective practice
Financial management	Balanced budget achieved

Consultation - What have we done 2014/15

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	Parents and YP have seen an overall reduction in issues experienced by CYP. Increase in feedback response required to gain better overall understanding	Feedback forms to be provided during last session/review with YP and parents
Young People on statutory orders	Ascertain satisfaction & service improvement	Online feedback Focus groups	41 YP in line with HMIP requirements 'High Risk' YP in focus group	Qualitative analysis in report format	Overall, issues faced by YP have reduced whilst at the YOS. YP on YRO and DTO sentences need to be part of the development of supervision plans. 83% YP satisfied with service	Implementation of outcomes of induction process Intervention planning training completed. Joint development of supervision plans.
Parents undertaken parenting group work	Ascertain satisfaction & service improvement	Questionnaires to parents at end of intervention	Parents undertaken parenting group work	Qualitative and quantitative analysis in report format	100% parents completing group feel more confident in their	Parenting officer will devise feedback systems for parents not

					skills with parenting	undertaking group
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 completing feedback have been 'very satisfied' with the service and engagement.	Systems have been put in place to ensure all victims are visited by an advocate to complete satisfaction questionnaires
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	100% volunteers have found the training 'very good' or 'excellent'	N/A
YOS Management Board	Self assessment exercise to measure effectiveness of Board	Questionnaires	Statutory partners of YOS management Board	Qualitative and quantitative analysis in report format	Members identified need for revised induction and ongoing training, greater understanding of requirements of role	YJB produced YOS Management Board Guidance (Wales) Induction package to be developed

Future Consultation - What Will We Do 2015/16

Stakeholder	Purpose	Method	Sample	Success Criteria	Complete	Officer
Young People	Ascertain satisfaction & service improvement	Consultation events and questionnaires	All YP	Reduction in issues faced by YP. Satisfaction with service increased	September 2015	MB
Victims of crime	Ascertain satisfaction & service improvement	Questionnaires	All victims of crime use service	Victim satisfaction rate maintained.	March 2016	NW
Volunteer feedback on training courses	Ascertain satisfaction of training course and delivery	Post course evaluation sheet	All volunteers attending training	High standard of training delivered	March 2016	MB
Parent/carer consultation	Ascertain satisfaction & service improvement for parenting programmes	Questionnaire at beginning and end	All Parents/carers who use service	Parents more confident and satisfied with service	March 2016	EB
YOS Self assessment survey	Ascertain how partner view the YOS	Questionnaire	All YOS Staff and YOS Management Board	Barriers to engagement with partners identified	September 2015	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, National Probation Service, 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, National Probation Service, 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
Victim Co-ordinator Training in	All Welsh YOTs, AIM, YJB	Staff confident in managing complex cases, restorative practices

Restorative Justice in Sexually Harmful Behaviour		applied consistently across Wales
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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
Management of regional grant funding for Youth Crime Prevention Fund	Cardiff YOS, Cardiff Integrated Partnership Board, Safer Vale, Cardiff and Vale UHB, South Wales Police	Grant funding secured for 2016/17	Co-production of annual business plan to secure funding from Welsh Government

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




Plan signed by YOS Manager:

Date : 10th August 2015