

## **The Vale of Glamorgan Council**

### **Homes and Safe Communities Scrutiny Committee: 5<sup>th</sup> December 2018**

#### **Report of the Director of Social Services**

#### **The Youth Justice Plan 2018 - 2020**

##### **Purpose of the Report**

1. To inform Scrutiny Committee about the Vale of Glamorgan Youth Justice Plan 2018/20.

##### **Recommendation**

1. That the Youth Justice Plan is noted by the Scrutiny Committee.

##### **Reason for the Recommendation**

1. To meet the statutory requirements of grant terms and conditions provided by the Youth Justice Board (YJB) for England and Wales, to achieve continuing improvements in the performance of the Youth Offending Services (YOS) and to ensure that Members can exercise oversight of this key area of work for the Council.

##### **Background**

2. Membership of the YOS is prescribed through legislation. It must include at least one Probation Officer, Social Worker, Police Officer, Health representative and Education representative.
3. The purpose of the YOS is to ensure that relevant youth justice services are available across the Local Authority area; to the extent required. The YOS should be the main vehicle through which youth justice services are co-ordinated and delivered. The YOS Management Board, made up of senior representatives from each of the statutory partners, oversees the operation of the service (including the functions it undertakes and the funding arrangements). It is currently chaired by the Director of Social Services.
4. 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 Plan confirms how youth justice services are to be provided and funded, how the teams are established, composed and funded, what functions they are to carry out and how they will operate. The Plan is submitted to the YJB and published in accordance with directions of the Secretary of State. This duty is one of the requirements of the terms and conditions of the Youth Justice Grant.

5. The format of the Youth Justice Plan is determined by the YJB and it must address the following areas:-
  - structure and governance;
  - resources and value for money;
  - partnership arrangements; and
  - risks to future delivery.
6. The Plan must also demonstrate how the grant is being used exclusively for the delivery of youth justice services and achieving value for money. It includes performance information, which is validated quarterly and annually by the YJB. Again, this is a requirement of the terms and conditions of grant as it indicates compliance with the YJB Data Recording Guidance.

### **Relevant Issues and Options**

7. The Vale of Glamorgan Youth Justice Plan 2018/20 is attached at Appendix 1.
8. The Plan provides an overview in relation to governance and service delivery arrangements and incorporates the YOS response to HM Probation Inspectorate's thematic inspection reports published during 2017/18.
9. There have been no significant changes to the structure or operational functions of the YOS, or the corporate environment within which it operates. There have however been capacity issues experienced by the service during 2018 which has impacted on the service's ability to progress a range of actions from the 2017/18 Youth Justice Plan. These actions have been incorporated into the 2018/20 Plan.
10. In addition there is continued national uncertainty about the future of youth justice services and their funding arrangements. Following a Youth Justice Review in 2015/16, the UK Government is now in the process of implementing some of the recommendations within the report with a focus on reviewing the governance and performance standards of the Youth Justice System, reviewing how Police deal with children, the operation of the Court system and the use of Youth Custody.
11. Welsh Government which has devolved responsibility for Social Services, Health, Education in Wales, but not Policing or Justice has commissioned the development of a Youth Justice Blueprint for Wales. One of the aims of which is to align devolved and non-devolved services through a shared vision, values and approach which underpins the design and delivery of services. This document is anticipated to be available by the end of 2018 and is likely to influence future Youth Justice Plans.

### **Resource Implications (Financial and Employment)**

12. Scrutiny Committee will be aware that it is not possible to guarantee sufficient contributions to the YOS budget in the longer-term because it relies on contributions from partner organisations and annual grants from various sources. Attached at Appendix 2 is the current staff structure.
13. A breakdown of the YOS budget for 2018/19 is attached at Appendix 3.

### **Sustainability and Climate Change Implications**

14. There are no sustainability or climate change implications as a result of this report.

## **Legal Implications (to Include Human Rights Implications)**

15. The Crime and Disorder Act 1998 Section 39(1) places a duty on each Local Authority, acting with its statutory partners (Police, Probation and Health), to establish Youth Offending Teams in their local area. Section 38(3) of the Act places a duty on the Local Authority and its statutory partners to make payment towards the expenditure incurred in providing youth justice services.
16. The YJB under section 41 (5) of the Crime and Disorder Act 1998 has the authority to make grants with the approval of the Secretary of State to the YOS, subject to a number of terms and conditions.. The Board has a number of functions including the obtaining of information from relevant authorities for the purpose of monitoring the operation of the youth justice system and provision of services and to advise the relevant Government Minister on a number of matters.

## **Crime and Disorder Implications**

17. The work of the YOS assists in the reduction of crime and anti-social behaviour by children and young people.

## **Equal Opportunities Implications (to include Welsh Language issues)**

18. There are no equality implications directly as a result of this report.

## **Corporate/Service Objectives**

19. The work of the YOS helps the Council to achieve Well-being Outcome 1 (An inclusive and safe Vale in the Corporate Plan 2016 - 2020) and specifically Objective 2: Providing decent homes and safe communities.

## **Policy Framework and Budget**

20. This is a matter for Executive decision.

## **Consultation (including Ward Member Consultation)**

21. The provision of Youth Offending Services is a Vale wide responsibility and there are no specific implications for individual wards. The YOS Management Board has approved the Plan.

## **Relevant Scrutiny Committee**

22. Homes and Safe Communities.

## **Background Papers**

Youth Justice Board (YJB) for England and Wales YOT Grants Terms and Conditions 2018/2019; Youth Justice Plans: YJB Practice Note for Youth Offending Partnerships May 2018

## **Contact Officer**

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**Officers Consulted**

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Practitioner Manager, Youth Offending Service

**Responsible Officer**

Lance Carver, Director of Social Services



# YOUTH JUSTICE PLAN 2018-2020

<b>Service</b>	<b>Youth Offending Service</b>
<b>YOS Manager</b>	<b>Paula Barnett</b>
<b>Date signed off by Management Board</b>	<b>October 2018</b>

## **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 period of the plan.

## **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 children/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 Media Academy Cardiff, 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 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 pre and post 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 signposting 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 can access mainstream services.

## Corporate Landscape

The Vale of Glamorgan Well Being Plan 2018 – 2023 which replaced the Vale of Glamorgan Community Strategy provides the framework for the core collaborative activities for the Public Services Board (PSB) statutory partners. The Plan has been developed utilising the findings of the Well Being Assessment which took place during 2017. The plan sets out 4 objectives:-

- Objective One – Enable people to get involved, participate in their local communities and shape local services
- Objective Two – Reduce poverty and tackle inequalities linked to deprivation
- Objective Three - Give children the best start in life
- Objective Four – Protect, enhance and value our environment

The objectives set out by the PSB are designed to improve the social, economic, cultural and environmental well-being of the Vale over the next five years. By tackling poverty, adverse childhood experiences and promoting well-being, the PSB aims to improve outcomes for children and adults across the Vale. The actions detailed in the plan form an integrated approach to delivering the four objectives, examples include work around apprenticeships and work experience will help deliver objectives two and three but also help to deliver objective one. Similarly work around healthy behaviour will cut across all objectives and age groups. As a result of discussions with The Children’s Commissioner for Wales, the PSB will now be piloting some work with the Commissioner’s office around embedding children’s rights across the work of the PSB. This will help to ensure children and young people are involved in the work of the PSB and have the opportunity to hold partners to account.

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 Council’s Corporate Plan 2016 – 2020 outlines the Council’s vision for “Strong Communities with a Bright Future”, the values underpinning this plan are “Ambitious” – forward thinking, embracing new ways of working and investing in our future, “Open” – to different ideas and being accountable for the decisions we take, “Together” – working together as a team that engages with our customers and partners, respects diversity and is committed to quality services and “Proud” – proud of the Vale of Glamorgan, proud to service our communities and to be part of the Vale of Glamorgan Council.

The Council will shortly be starting work to publish a new Corporate Plan in April 2020. The Plan will continue to detail what the Council will do to achieve its vision of Strong Communities with a Bright Future but it will also reflect the progress that has been made since 2016 with regards to implementation of the Well-being of Future Generations Act and how the Council is contributing to the national well-being goals. The Council will be reviewing its Well-being Objectives to ensure they reflect local priorities. The new Plan will also reflect commitments in the PSB Well-being Plan and the Cardiff and Vale Area Plan and other regional activities demonstrating how the Council has adopted the five ways of working to ensure that what the Council does today does not compromise its ability to meet the needs of future generations.

The cross cutting and well-being 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 RSCB, Area Planning Board for Substance Misuse Services, Safer Vale, Mental Health Partnership Board, through the Well Being Plan priorities, 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 Homes and Safer Communities 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**

The Vale of Glamorgan Council continues to collaborate on a range of agendas to ensure the best outcomes for the area and the region. Key collaborative activities include, the Vale Public Services Board (PSB), integration of health and social care across the Cardiff and Vale region, Safer Vale, the local Community Safety Partnership, and the Cardiff City Deal region, which is a collaboration of 10 local authorities designed to tackle barriers to economic growth, by improving transport links, increasing skills, supporting people into work, and providing businesses with support to innovate and grow. All of these collaborative activities are relevant to the work of the YOS in helping to ensure that children and young people have access to opportunities, are safe and feel part of their community.

The Well-being of Future Generations (Wales) Act 2015 and the Social Services and Well Being Act 2014 placed new duties on each Local Authority to participate in the undertaking of both a Wellbeing Assessment (WBA) through the PSB and a Population Needs Assessment (PNA) through the Regional Partnership Board (RPB). The PNA undertaken during 2017 was approved by the RPB in March 2017 and the WBA was approved by the PSB . As detailed earlier in this plan the PSB published its Well Being Plan in May 2018. The Well-being Objectives outlined within the plan are: (1) enable people to get involved, participate in their local communities and shape local services; (2) reduce poverty and tackle inequalities linked to deprivation; (3) give children the best start in life; and (4) protect, enhance and value our environment.

Focusing on the objectives specifically for children and tackling inequalities linked to deprivation, the YOS is participating in a pilot entitled enhanced case management which seeks to address the impact of adverse childhood experiences. Research conducted by Public Health Wales evidences that children and young people who suffer four or more harmful experiences in childhood increases the chances of high risk drinking in adulthood by four times, being a smoker by six times and being involved in violence in the last year by around 14 times. This research emphasise the need to understand and take effective action to ensure children are protected and support systems are in place with a focus on prevention and early intervention to improve children and young people's life chances. The YOS Prevention Service forms part of the Local Authorities suite of services in relation to prevention and early intervention, working closely with Flying Start, Families First and others to ensure that children and young people receive the right services at the right time to address their identified needs.

Areas where collaboration already take place in relation to youth justice services include the Probation Service local delivery unit which covers Cardiff and the Vale; the Area Planning Board for Substance Misuse Services operating across Cardiff and the Vale in line with the health footprint. Cardiff and Vale of Glamorgan RSCB and a Together for Mental Health Partnerships Board established across Cardiff and the Vale. The YOS continues to promote strong representation on these groups to ensure 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 contributions from statutory partners and attracting or sustaining external grant funding which is subject to a range of terms and conditions.

Welsh Government provides the Promoting Positive Engagement Fund which focuses on the priorities set out in the Welsh Government/YJB Strategy, "Children and Young People First". The emphasis of the funding is on the use of restorative alternatives to charging, early intervention, prevention, reducing reoffending, the effective use of custody 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.

Welsh Government previously funded Cardiff and the Vale of Glamorgan Councils to reduce and prevent youth crime and disorder on a regional basis. During 2017/18, Welsh Government decided to offer a number of local authorities the opportunity to participate in a Flexible Funding Pilot to utilise up to 10 grants flexibly to meet local need. One of the pilot local authorities is Cardiff, which resulted in a withdrawal from the regional partnerships arrangements. As a result the Vale of Glamorgan YOS had to submit a single local authority business case outlining how services would be delivered locally on an annual basis. Withdrawal from the regional partnership resulted in a loss of some regional posts which operated across Cardiff and the Vale of Glamorgan, i.e. the Neighbourhood Resolution Panel Co-ordinator post and the Volunteer Co-ordinator post. The amount of funding allocated on a single authority basis was insufficient to sustain all services delivered locally. Decisions were taken locally to utilise the funding to continue the YOS Prevention Service, a Restorative Interventions and Victim Engagement Officer, as well as an element of the targeted detached Youth Service provision designed to operate in identified locations to reduce the risk of involvement in anti-social and/or offending.

To prevent justice by geography, Cardiff Council continues to commission Cardiff Media Academy, a third sector organisation to deliver diversion Youth Restorative Disposals as part of the Out of Court Disposals Framework. This service operates across Cardiff and Vale of Glamorgan Councils, as both local authorities share the same Police Custody Suite.

The Police and Crime Commissioner funds the YOS for some elements of restorative work and prevention activities with children and young people to achieve the shared objectives of prompt and positive outcomes through early intervention. The monitoring of the allocation of funds is achieved through the representation of the Police and Crime Commissioner's office on the YOS Management Board and through the provision of performance information via on line grant monitoring arrangements.

The YJB contributes to the YOS budget through the Youth Justice (YOT) Grant (Wales). Since the Comprehensive Spending Review of 2010, the YJB grant funding has reduced from £306,127 to £143,352, an overall reduction of £162,775. The YJB grant previously funded the cost of 4.5 posts and the provision of the part time Careers Wales Officer which equated to £162,388. The grant also covered the expenditure associated with the YOS vehicles; mileage of officers and children/young people's transport expenditure. Based on the reduced level of grant for 2017/18 onwards a decision was taken to end the Careers Wales contract, this has however impacted on the level of services available to post 16 children involved with the YOS and is reflected in the performance reporting for education, training and employment.

The overall YOS budget amounts to £1,228,194 with the YJB now making up only 12% of the budget. The Local Authority is the largest contributor to the YOS Budget. During 2018/19, the YOS will be reviewing service provision and capacity as part of the Local Authority's Reshaping Service programme. The YOS will be required to identify savings as part of the savings target for Children and Young People's Services to assist the Local Authority to meet the savings identified in the medium term financial plan based on continued austerity measures.

When considering the financial cost of the provision of Youth Justice services, it is important to note that during 2017/18, the YOS experienced two long term remand placements of children in secure children's homes. This has resulted in a cost to the Local Authority's Children and Young People's Services of £145,933. Although the Ministry of Justice provides a grant to local authorities to cover the cost of remand placements this is only for those children/young people who are placed in Young Offenders Institutes such as Parc Prison. The position of the Ministry of Justice is that Local Authorities are responsible for the cost of placement of children in secure children's homes or secure training centres. As both of the children on remand were below a specific age, had complex needs and vulnerabilities, the appropriate remand provision were secure children's homes. Therefore no grant allocation will be awarded from the Ministry of Justice in relation to the use of the bed nights on remand and the Local Authority Children and Young People's Services will be required to cover the entire cost of the remand placements. A further consideration is that in 2018/19 no grant will be awarded to the Vale of Glamorgan Council, as they have not utilised any bed nights in a Young Offenders Institute, this presents a financial risk for the Council.

Attached at Appendix B is a table outlining the Partner Contributions to the YOS Partnership Pooled Budget for 2018/19.

## **Partnership Arrangements and Risks to Future Delivery**

The Youth Justice Plan outlines how statutory partners view and deliver their responsibilities to ensure the YOS is adequately resourced. Agencies have started to move towards commissioning models which requires the delivery of services rather than the secondment of posts. This is evidenced in the work 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. The UHB continues to provide a part time physical health nurse provision. Access to higher tier mental health services and some emotional well-being services is through referral to commissioned services.

The National Probation Service (NPS) conducted a further review of the contribution made to the YOS during 2017/18. Based on the numbers of children supervised by the YOS and those transitioning to Probation, the allocation of officer time remained the same at 0.5. NPS also provide a cash contribution to the YOS of £5,000 per seconded officer. This position is not the same across all YOS, with some areas losing resources as a result of the review. Whilst it is accepted that NPS like all other public sector organisations needs to identify savings, it is important that NPS also recognise that Youth Offending Services are operating as preventative services for the adult criminal justice system. As a result of the work undertaken by YOS to address behaviours there are now fewer children transitioning into adult services. Continued reductions in YOS funding could result in a reversal of this trend.

South Wales Police continue to work in partnership with the YOS providing a seconded Police Officer and a cash contribution to support this role. In addition they engage proactively in the operation of the out of court disposals framework. Working with Media Academy Cardiff, who currently deliver the diversion service operating in Cardiff Bay Custody Suite and the YOS in providing policing resources for out of court disposal decision

making meetings. The disposals agreed are administered within Neighbourhood Resolution Panels.

The introduction by South Wales Police of Community Resolutions into the menu available for out of court disposals saw a reduction in referral of approximately 30% to the diversion services since September 2016. The changes introduced by the Police and Crime Act 2015 which makes a presumption in favour of releasing without bail and bail only being imposed when necessary and proportionate has also affected how children and young people are processed by South Wales Police in relation to low level crime. With some children now being dealt with via voluntary attendance interviews and postal requisitions. The changes to working practices have caused considerable delays in information being provided to the YOS. Some children have appeared in Court by passing the out of court disposal processes and the Court has returned them for consideration of an out of court disposal where appropriate. A review of working practices has been completed to ensure that children are not escalating unnecessarily through the Youth Justice System.

The reduction in the number of referrals to diversion services coincided with the requirement for Cardiff Council to renew the contract for the commissioned services by March 2018. Work was undertaken to redesign the service specification and re-commission services between September 2017 and March 2018. Unfortunately due to capacity issues, the re-tendering exercise was not completed until June 2018. Media Academy Cardiff was the successful organisation operating a reduced service based on the volume of need now identified. The Vale of Glamorgan Council continues to benefit from the commissioning of this service, with one worker providing support to the Vale YOS to avoid justice by geography.

Key priorities of the South Wales Police and Crime Commissioner are to work with partners to ensure that people receive the support they need, when they need it, to prevent them from becoming victims or offenders. The Police and Crime Reduction Plan 2017 – 2021 highlights that early intervention and prompt positive actions build safe, confident and resilient communities and is crucial to reducing the demand on all public services. These principles are in line with the Vale of Glamorgan Council's principles of invest to save and the drive toward providing preventative and early intervention services.

The Police and Crime Commissioner in association with Public Health Wales and the YJB are providing additional resources to pilot an enhanced case management model based on the trauma recovery model. The aim of the pilot is to assist YOTs across South Wales to tackle the underlying causes of children and young people with complex needs' offending. YOTs receive additional resources through access to psychology and social work services to undertake case formulations and develop new ways of working with children to help them to move towards crime free lives in the future. Evaluation of the pilot is due to take place during 2018/19.

During 2015, the Vale of Glamorgan Council working with partners and providers made a decision to open residential homes for children and young people with complex needs. The aim was to bring children placed out of area back into the Local Authority area to enable them to be supported more effectively and facilitate longer term planning for their reintegration into their communities. An unintended consequence of this decision, was that the YOS and Children and Young People' Services saw an increase in looked after children being brought to the attention of South Wales Police for low level anti-social behaviour and criminal offences. Although these children were often receiving out of court disposals in

relation to the incidents, concerns were being raised that looked after children were disproportionately being criminalised as a result of being in a residential setting.

Evidence from Lord Laming review “In Care and Out of Trouble” also supported these findings. In order to try and tackle this emerging issue, the YOS applied to Welsh Government as part of its annual business case for Promoting Positive Engagement Grant for children and young people at risk of offending, to secure funding to develop restorative approaches for residential providers to reduce the number of children being criminalisation. Despite funding being secured during 2017/18, the project has suffered delays; the timescales for sign off the Protocol were longer than anticipated, the long term absence of a manager and practitioner has delayed implementation due to lack of capacity. The project is designed to build on good practice achieved in other areas across Wales. With the appointment of a new restorative/victim officer, we anticipate that the work will commence before the end of the financial year.

Performance in relation to Education, Training and Employment (ETE) has been identified as a priority for the YOS Management Board with limited improvement in performance since 2014/15. Some improvements have been achieved such as tracking of Year 11 pupils to identify placement post 16, but enabling children and young people to receive 25 hours of statutory provision in all cases, or 16 hours of post 16 provision is providing a constant challenge due to the needs of the children/young people involved.

The Local Authority Learning and Skills Directorate continues to provide a part time YOS Education Welfare Officer, but this role is focused on identifying placements and flagging up attendance issues as well as providing YOS performance information. Due to concerns regarding sustainability, and reductions overall in the YOS budget, a decision was made not to re-commission the part time Careers Wales worker. Although arrangements have been made with Careers Wales to continue to provide face to face engagement with YOS clients in the community via their core services; the additional support which was previously provided via Careers Wales is no longer available. The YOS has sought support through the ESF funded Inspire to Work employees. Access to appropriate levels of educational provision remains a priority and is being monitored by the Youth Justice Board as part of their performance oversight.

The introduction of the Additional Learning Needs Act places additional duties on the Education Directorate and providers of education for all children and young people up to the age of 25, who require additional support to remain in education or training. The majority of YOS service users fall within the category of School Action Plus.

In May 2015, Deloitte’s published a report in relation to the YOT Stocktake commissioned by the Ministry of Justice, Youth Justice Policy Unit. The purpose of the stocktake was to establish a picture of how the YOT Model had evolved locally and nationally including looking at the organisational structures, how they operated, were funded and the spending decisions being made. The aim of the report was to assist the Ministry of Justice in understanding where YOTs focused their resources, how they worked with other agencies, their levels of accountability and ultimately their value for money.

Following the publication of the Deloitte report, a review of the Youth Justice System was commissioned to examine the evidence and practice in preventing youth crime and rehabilitating young offenders, how the system can interact more effectively with wider services for children and young people, and whether the arrangements were fit for purpose. The Youth Justice Review forms part of a wider government aim of a “smarter state”, looking at reform, devolution and efficiency.

The final report, published in December 2016 acknowledged the success of both the Youth Justice Board and Youth Offending Services in formalising partnership working and ensuring that there is a focus on children who offend as children first and offenders second. Despite the successes however, the report also highlights tackling the numbers re-offending remains a priority whilst recognising that many of the children come from the most dysfunctional and chaotic families which have multiple and complex needs and that the Youth Offending Services alone cannot address all the underlying issues.

The UK Government is now in process of implementing some of the recommendations within the report with a focus on reviewing the governance and performance standards of the Youth Justice System, reviewing how Police deal with children, the operation of the Court system and the use of Youth Custody.

One of the criticisms of the reports by Welsh Government and other stakeholders within Wales is that both the Review and the Government response focus primarily on what is happening in England with little reference to Wales or the fact that Social Services, Health, Education are all devolved services. As a result the Welsh Government has commissioned the development of a Youth Justice Blueprint for Wales. This document is anticipated to be available by the end of 2018.

Currently the risks facing Youth Offending Services are that with all the uncertainty and the continued austerity measures, the expertise, professionalism and knowledge which exist within services could be lost due to uncertainty regarding the structure and funding of Youth Offending Services in the future.

The YOS has faced an additional challenge during 2018 with limited management capacity and practitioner vacancies. Over a period of 4 months during the year, the YOS Manager has had to focus on the YOS statutory operational functions, ensuring the safety of the service and oversight and quality assurance of practice in the absence of any practitioner managers. As a result it has not been possible to progress a number of the priorities outlined in the 2017/18 plan or to implement the reducing re-offending action plan previously agreed by the Board. A number of appointments both to the Practitioner Manager – Case Management position and practitioner posts should in the longer term alleviate some of the pressure experienced by the service during 2018. The Youth Justice Plan for 2018 – 2020 will therefore incorporate actions remaining outstanding from the 2017/2018 plan and the reducing re-offending action plan.

## **PSB Well Being Objectives**

- Enable people to get involved, participate in their local communities and shape local services
- Reduce poverty and tackle inequalities linked to deprivation
- Give children the best start in life
- Protect, enhance and value our environment

## **Vale of Glamorgan Council Wellbeing Objectives**

- Reducing poverty and social exclusion
- Providing decent homes and safe communities
- Promoting regeneration, economic growth and employment
- Raising overall standards of achievement
- Valuing culture and diversity
- Encouraging and promoting active and healthy lifestyles
- Safeguarding those who are vulnerable and promoting independent living

## **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)

## **Integrated Planning Objectives**

- Reshaping Services
- Workforce planning and PDRS
- Financial Planning
- Wellbeing Assessment with Partners
- Consultation and engagement
- Collaboration and partnerships
- Performance Management
- Scrutiny and Challenge
- Risk Management

## 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

<b>Risk Reference</b>	<b>Risk to this Objective</b>	<b>Control</b>	<b>Likelihood</b>	<b>Impact</b>
FMR1	Insufficient financial resources to deliver effective youth justice services in line with national standards in the Vale of Glamorgan	Careful oversight of budget; review of services provided, additional external funding sought	2	4
FMR2	Prevention and Diversion funds reliant on short term grant funding	Production of a business case to secure funding. Reinforcement of need for funding to be ring fenced to avoid dilution of grant linked to Flexible Funding Agenda	4	4
FMR3	Reduction in Youth Justice Grant funding based on Government spending review	Careful oversight and planning of budget allocations from all sources	2	4
FMR4	Recommendations to change how and who delivers Youth Justice services based Youth Justice Blueprint for Wales	Careful planning for reduction and/or transfer of services to alternative providers	3	4
FMR5	Partners contributions to YOS reduces due to financial austerity and future direction of Youth Justice	Aligning partners objectives with YOS evidencing need of resources in Vale of Glamorgan	3	4
FMR6	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 in line with terms and conditions of funding	Budget allocated and any shortfalls identified	H	PB	01/04/19	30/09/20	
FM 2	Consider external funding streams that meet priorities within service area need	Increased budget to deliver services	M	PB	01/09/18	31/03/20	
FM 3	Forward planning for continuation of Promoting Positive Engagement grant	Continuation of prevention and diversion services	H	PB	01/11/18	31/03/19	
FM 4	Undertake a review of structure of YOS based on future demand and outcome of Youth Justice Blueprint for Wales	Effective use of resources and YOS future proof	H	PB	01/09/18	31/03/19	
FM 5	Partners understand the level of service and resources required	YOS sufficiently resourced	H	YOS MB	01/10/18	31/03/19	
FM 6	YOS budget monitored on a monthly basis	Ability to meet financial commitment and balance budget	M	PB	01/04/18	31/03/19	
FM 7	Cost of remand placements monitored and reported	Awareness of resource implications	M	PB	01/04/18	31/03/19	

## People Management: To implement effective and sustainable workforce planning

### Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
PMR 1	Retention of YOS Practitioners across all service areas during period of uncertainty	Maintain open and honest communication of potential changes within Youth Justice system and their likely impact	2	4
PMR 2	Reduction in level/number of partnership staff as result of collaboration agenda, changes in statutory duties, austerity measures, outcome of Youth Justice Blueprint for Wales	Represent/negotiate YOS interests during collaboration, commissioning arrangements, promote expertise of YOS in delivering prevention and early intervention	3	4
PMR 3	Insufficient capacity within case management team to meet identified need if workload associated with statutory cases increases due to removal of preventative services	Represent/negotiate YOS interests, utilise YOS Management Board to support adequate resourcing	3	4
PMR 4	Austerity measures impact on capacity of Local Authority to sustain level of Youth Justice provision	Participate in baseline assessment reshaping services agenda	2	4

### Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
PM1	Communicate potential changes in Youth Justice system and their likely impact to all practitioners	Retention of practitioners longer term	H	YOS MT	01/09/18	30/09/19	
PM2	Monitor availability of seconded partnership	Sufficient capacity to meet identified need.	H	PB	01/09/18	30/09/19	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	provision, evidence any gaps in service						
PM3	Review capacity within team taking into account workload, expectations for duty/Court cover etc	Sufficient staffing levels available to meet demand	H	YOS MT	01/09/18	30/09/19	
PM4	Further develop quality assurance framework in line with ASSETPlus	Audit will identify workforce development needs	M	CC	01/09/18	31/03/19	
PM5	Identify how staff can participate proactively in continuous service improvements	All staff are aware of quality standards and able to implement	M	CC	01/09/18	31/03/19	
PM6	Refresh YOS Workforce Development Plan	Staff effectively trained to meet the needs of the service	H	PB	01/04/19	31/03/20	
PM7	Recruit and train volunteers across service areas within the YOS	Sufficient volunteers available to deliver services	M	PB/NW /LB/NP/ SM	01/09/18	31/03/19	
PM8	Undertake observations of staff practices as part of management oversight of quality	Staff are trained effectively to undertake areas of work	M	YOS MT	01/09/18	31/03/19	

## 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 ACEs, impact of trauma and how to tailor interventions based on need	2	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 programmes designed to address issues specifically experienced by genders	2	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	01/09/18	30/09/19	
SE2	Utilise data from variety of sources to inform service development	Increased understanding of future demands	M	GW	01/09/18	30/09/19	
SE3	Revisit Assetplus training with focus on ACEs and	Good quality assessments inform	M	CC	01/09/18	30/09/19	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	trauma, theme identified in quality assurance	appropriate interventions					
SE4	Undertake consultation regarding delivery of interventions by all service areas within the YOS	Increased engagement of service users	M	YOS MT	01/09/18	30/09/19	
SE5	Utilise service users feedback to implement service improvements	Services designed to meet need	M	YOS MT	01/09/18	30/09/19	
SE6	Undertake consultation to examine effectiveness of partnership working	Improved partnership working, working relationships and shared objectives	M	YOS MT	01/09/18	30/09/19	

## 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 2017/18**

### Accommodation

	VoG	Wales	S.Wales
Suitable Accommodation at the Start	24	699	275
Suitable Accommodation at the End	24	693	268
Percentage Change Start/End	0%	-9%	-2.50%

### Education Training and Employment

#### Statutory School Age

	Start Average Hours		End Average Hours	
	Offered	Attended	Offered	Attended
VoG	14.3	8.9	17.7	12.1
Wales	17.3	11.6	17.8	13.6
S.Wales	16.4	11.3	17.4	13.3

#### Above Statutory School Age

	Start Average Hours		End Average Hours	
	Offered	Attended	Offered	Attended
VoG	8.9	8.9	9.3	9.3
Wales	12.2	9.5	13.1	11.4
S.Wales	10.5	9.4	8.6	8.4

Actions to this objective

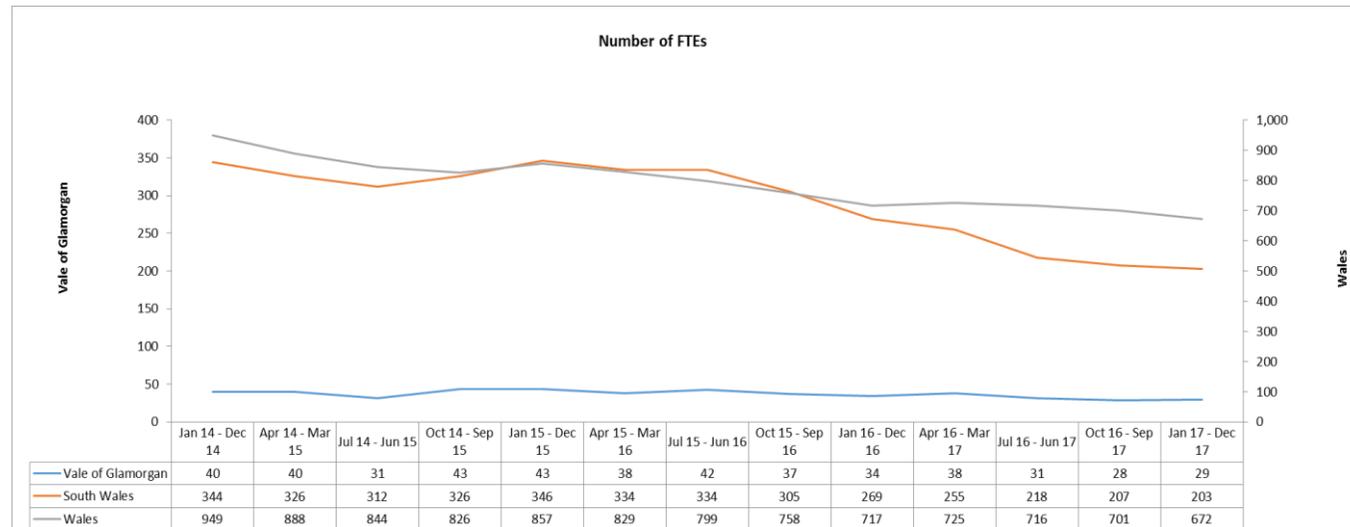
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
APIS1	Implement Assetplus workshops based on themes identified within quality assurance processes	Good quality assessments inform intervention planning	M	PB/CC	01/09/18	30/09/19	
APIS2	Review access to provision of Health Services across the YOS	Referral pathways to Health Services in line with level of need	M	YOS MT	01/09/18	30/09/19	
APIS3	Ensure adequate specialist provision is in place to support young people with specific needs in YOS	Health services across the tiers available within the YOS	H	PB/RW	01/09/18	30/09/19	
APIS4	Participate in ETE Key Professionals Meetings re level of provision available	Children access 25 hours of provision	H	PB	01/09/18	30/09/19	
APIS5	Work collaboratively with ETE Professionals to reduce risk of exclusions, reduced timetables etc	Children achieve their full potential through engagement in ETE	H	PB	01/09/18	30/09/19	
APIS6	Establish links with Housing Services re debt management and independent living skills for young people in social housing	Young people sustain tenancies	M	PB	01/09/18	30/09/19	

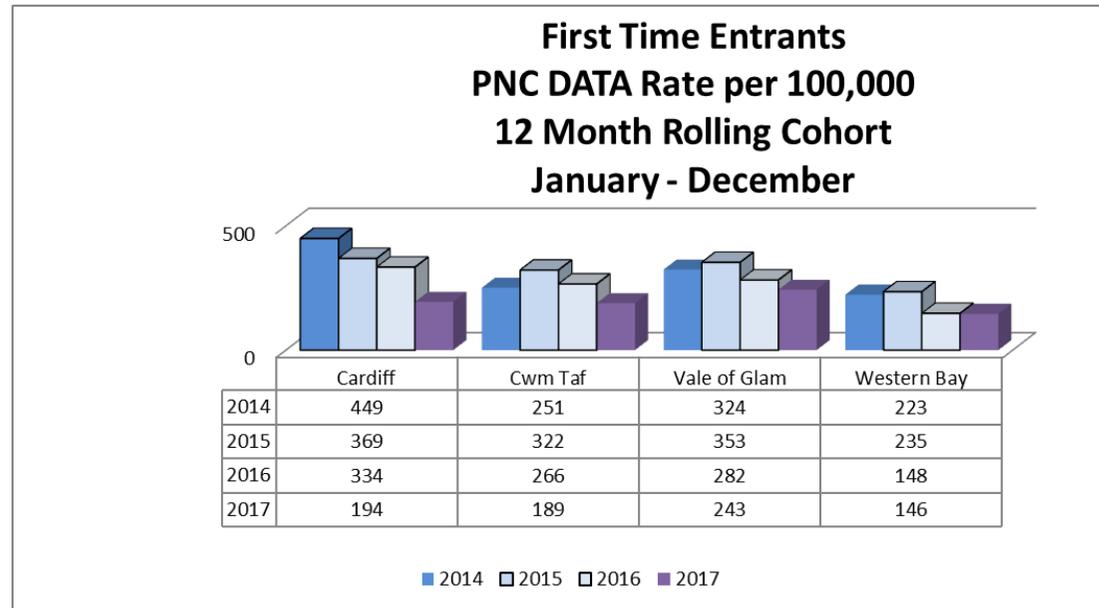
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
APIS7	YOS Practitioners trained in assessment and programmes for children who exhibit violent indicators	Reduction in number of violent offences	M	YOS MT	01/09/18	30/03/19	

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

Performance – Jan to Dec 2017

### FTE's Current Position





\* Performance measure changed in 2011 as data now collected and analysed using PNC information.  
Data is presented in a 12 month rolling cohort.

#### Risks

<b>Risk Reference</b>	<b>Risk to this Objective</b>	<b>Control</b>	<b>Likelihood</b>	<b>Impact</b>
FTER1	Outcome and recommendations of Youth Justice Blueprint for Wales may recommend delivery of prevention and diversion by alternative organisations	Raise awareness of effectiveness of YOS Prevention Service and specialist knowledge in addressing risks of offending	3	4
FTER2	Prevention and Diversion services are dependent on short term external funding sources.	Submission of annual business case to WG to secure funding	3	4

FTER3	Diminishing Youth Service Provision	Evidence impact of service delivery to retain funding	3	3
FTER4	Sustaining level of FTEs following initial substantial reductions	Local Authority continue to see prevention as priority	3	3
FTER5	Ring fencing of funding for delivery of preventative services as part of Social Services and Well Being Act 2014	YOS recognised as part 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	Raise awareness of specialist knowledge and expertise in addressing risk of offending within partners.  Highlight YOS position within the preventative agenda associated with SSWB Act 2014	Preventative services are retained within YOS	H	PB/CC/SM	01/09/18	30/09/19	
FTER2	Continuation of diversion service contract with Cardiff YOS	Diversion services available beyond 31/03/2018	H	PB/SH	01/09/17	30/06/18	
FTER3	Submission of business case to WG to sustain funding for ongoing projects	Services remain viable beyond 2019	H	PB/SM	01/11/18	31/03/19	

FTER4	Evaluate targeted Youth Service provision regarding effectiveness in prevention of ASB/offending	Evidence supports continuation/removal of service	H	PB/SM	01/11/18	31/03/19	
FTER5	Consult with partners to develop a refreshed Prevention Strategy	Level of FTEs maintained at under 50 children per year	H	PB/CC/SM	01/11/18	31/03/19	
FTER6	Work with partners to ensure that risks associated with welfare and risk of offending are referred to appropriate agency	Children and young people access services based on need	M	CC/SM	01/09/18	31/03/19	
FTER7	Engage in development of parenting/family support services across Local Authority area	Implementation of tiered parenting interventions	M	PB/EB/MD	01/06/18	31/03/19	
FTER8	Deliver training re childhood development, trauma to foster carers	Increased awareness of impact of trauma and its influence on children's behaviours  Reduction in LAC entering YJS	M	PB/EB	01/06/18	31/03/19	
FTE9	RP training made available to CYPS, foster carers and residential providers	Reduction in looked after children entering Youth Justice System  Reduction in breakdown of placements	M	PB/NW/NP	01/09/18	31/03/19	

FTE10	Facilitate Respect programmes on behalf of YOS and partner agencies re adolescent to parent violence and impact	Reduction in re-offending  Improved parent and child relationships	H	PB/CC	01/12/18	01/12/19	
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## Service Plan Objective: Reduce re-offending

### Performance – Comparison period Jul 2013/Jun 2014 to Jul 2014/Jun 2015

\* Re-offending data has an 18 month tracking period

## Reoffending

### Rate of proven reoffending by young people in the youth justice system

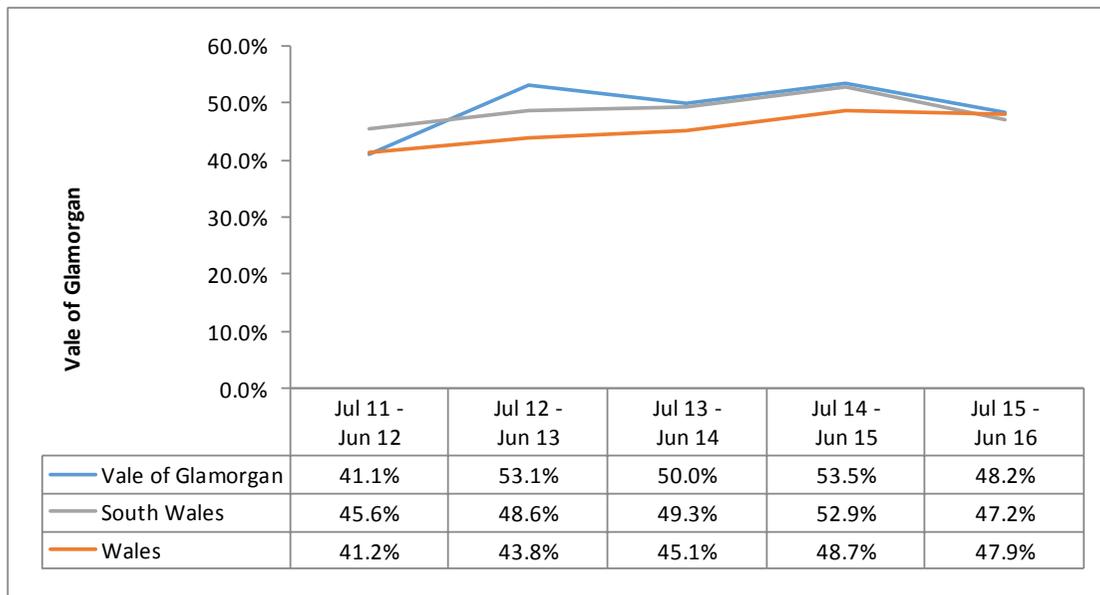
	Vale of Glamorgan	South Wales	Wales
<i>Reoffences per reoffenders after 12 months</i>			
<i>Apr 16 - Jun 16</i>	3.88	3.70	3.98
<i>Apr 15 - Jun 15</i>	3.54	3.87	3.74
<i>Frequency rate after 12 months</i>			
<i>Apr 16 - Jun 16</i>	1.94	1.75	1.83
<i>Apr 15 - Jun 15</i>	2.19	1.98	1.88
<i>Binary rate after 12 months</i>			
<i>Apr 16 - Jun 16</i>	50.0%	47.2%	46.0%
<i>Apr 15 - Jun 15</i>	61.9%	51.3%	50.4%

Good performance is typified by a low rate

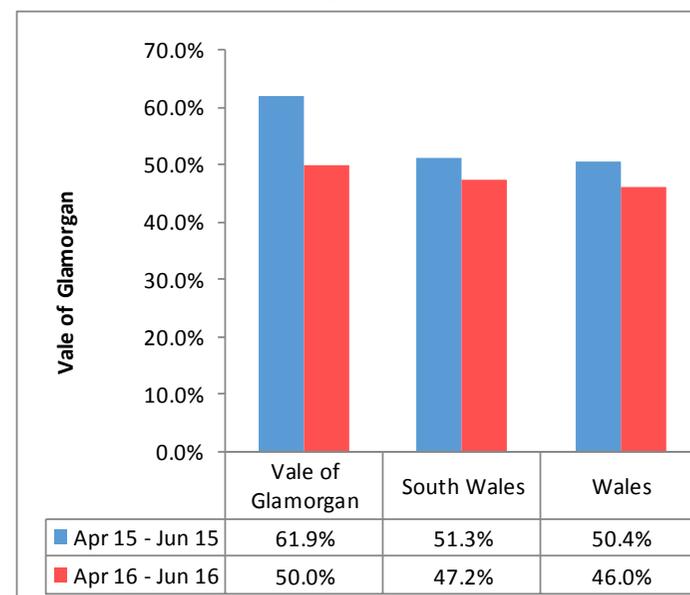
Good performance is typified by low percentage

### Reoffending rate (Reoffenders / Number in cohort)

Annual weighted average

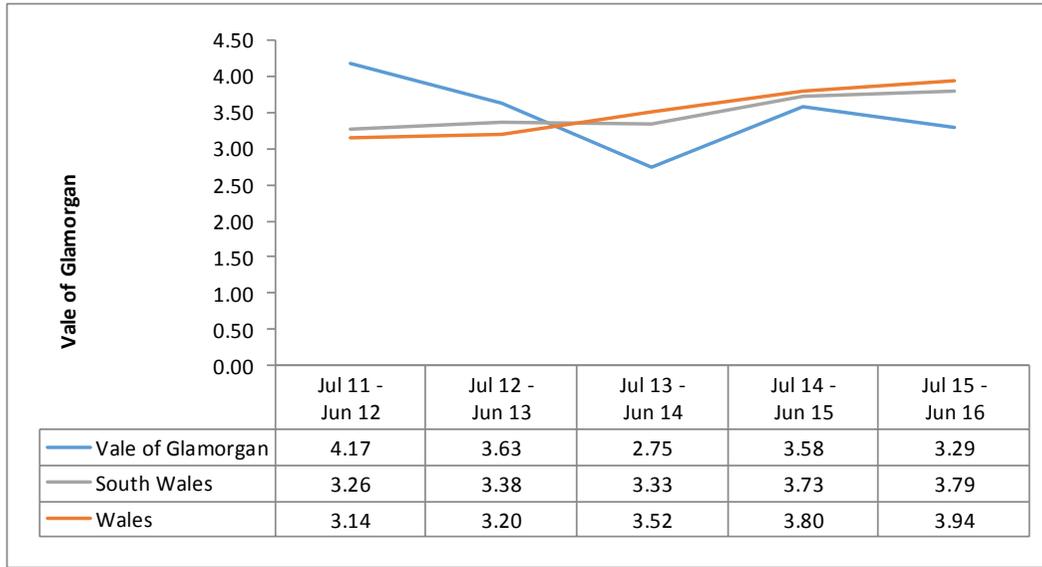


Quarterly cohort - year on year comparison

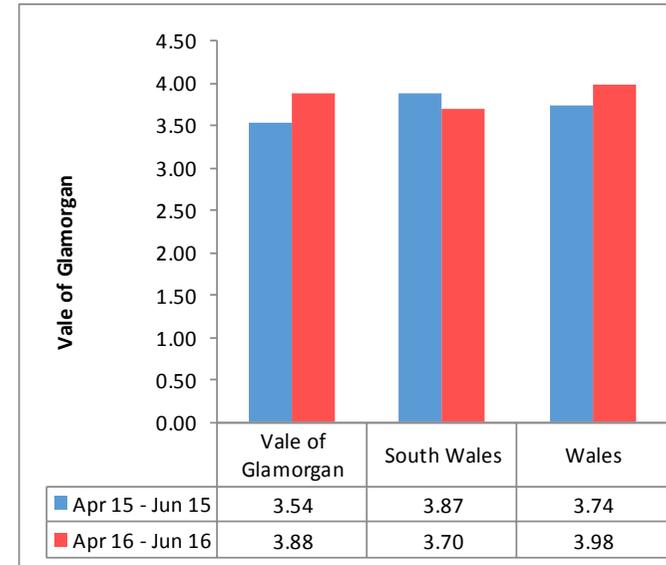


## Reoffences / Reoffenders

Annual weighted average



Quarterly cohort - year on year comparison



## Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
RROR1	Increased complexity of needs of children/young people entering the Youth Justice System	Analysis of service delivery ensure resources are addressing the needs	3	3
RROR2	Changes to delivery landscape for prevention and diversion by alternative organisations could increase YOS caseloads	Raise awareness of effectiveness of YOS Prevention Service and specialist knowledge in addressing risks of offending to retain service	3	4
RROR3	Reduced number in statutory cohort effects re-offending performance	Robust evaluation of interventions delivered to children and young people who re-offend	4	4
RROR4	Increase in the use of custody as a result of persistent and/or serious re-offending	Improve relationships with Magistrates Court, increased understanding of complexities of young people and need to use custody as last resort	2	3
RROR5	Over-representation of Looked After Children within re-offending Cohort	Utilise learning from Thematic Inspection for Looked After Children and Lord Laming Report to review CYPS/YOS systems	3	3

## Actions to this objective

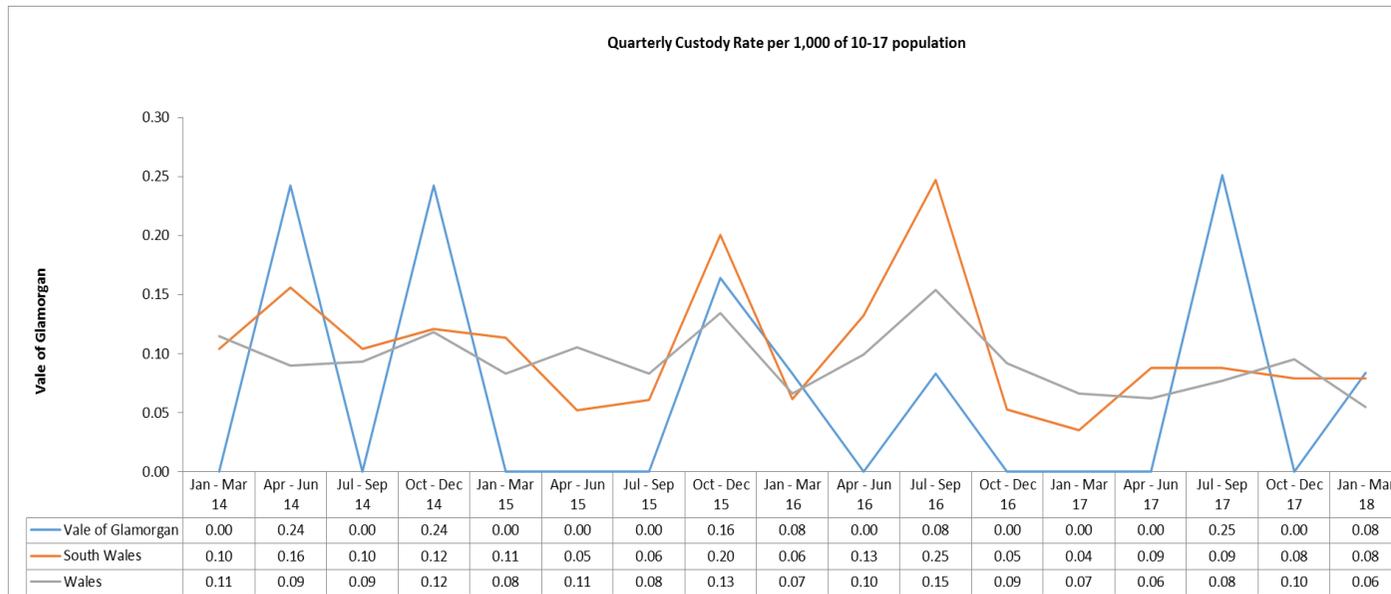
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
ROR1	Utilise local reoffending analysis to determine whether trends identified in patterns of offending	Resources targeted to address identified need	H	PB/GW	01/09/18	31/03/19	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
ROR2	Track children and young people subject to Prevention, diversion and out of court disposal interventions for period of 12 months	Ability to measure the effectiveness of interventions and utilise this information to continue funding of service	H	SM/SH/CC/GW	31/03/18	01/04/19	
ROR3	Review assessment and intervention plans of young people who have re-offended	Assessments are of sufficient quality and level of intervention appropriate	H	YOS MT	01/09/18	31/03/19	
ROR4	Ensure plans are updated with impact of delivered interventions	Young people's progress and success on programmes are evaluated	H	YOS MT	01/09/18	31/03/19	
ROR5	Participate in YJB/Public Health Wales/PCC enhanced case management approach pilot	Utilise lessons learnt to reduce re-offending rates	H	YOS MT	01/11/17	31/03/19	
ROR6	Identifying ACEs utilising tool within supervision with practitioners	Assessments are informed by significant life events	M	YOS MT	01/11/17	31/03/19	
ROR7	Ensure recommendations contained in assessments, reports by professionals are	Tailor made interventions delivered to children	M	YOS MT	01/11/17	31/03/19	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	actioned within CPF forums						
ROR8	Review the Breach, Enforcement and Revocation Policy and effectiveness of Breach Panel Process	Children and young people effectively engaged and successfully complete Orders	H	CC	01/09/18	31/03/19	
ROR9	Track and monitor young people who have transferred to Probation	Lessons learnt from the transition arrangements	H	PG/GW	01/09/18	31/03/19	
ROR10	Increase use of restorative alternatives within residential, foster care, to assist staff to manage children's behaviours	Reduction in the number of Looked After Children prosecuted for offences "in the home"	H	YOS MT/ CYPS	01/09/18	31/03/19	
ROR11	Engage with Learning and Skills Directorate to highlight requirements of children within YJS	Increased access to full time education provision for all young people in YJS	H	YOS MB	01/09/18	31/06/19	
ROR12	Monitor access to Careers Wales Services in the community	Access to appropriate post 16 ETE provision	M	YOS MT	01/09/18	31/03/19	
ROR13	Utilise lessons learnt from Thematic Inspection reports to reduce re-offending	Reduction in numbers of young people becoming persistent offenders	H	YOS MT	01/09/18	30/09/19	

# 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 2017/18



	Custodial Sentences 2017/18	Rate per 1.000 of 10-17 population
Cardiff	14	0.48
Cwm Taf	11	0.03
Vale of Glamorgan	4	0.34
Western Bay	9	0.20
<b>South Wales</b>	<b>38</b>	<b>0.33</b>

## 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	3	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 Sentencing Council’s Guidelines	2	3
RRUC3	Capacity and performance issues across secure estate increases risks to children in maintaining links with family.  Distance from home to secure estate impacts upon resettlement back into community	Promote use of alternatives to custody wherever possible, advocate for placements within Wales, seek to secure transfers as soon as possible if placed outside Wales	3	3
RRUC4	Expansion of Local Justice areas and merger of Courts and Youth Benches could decrease Magistrates confidence in Youth Justice Services	Development of Court Protocol and shared documentation, engagement in Magistrates training to raise awareness of services available within each local area	2	3
RRUC5	HMCTs Prison and Court Bill legislation introduces greater emphasis on use of on-line technology to make Court processes more effective – failure to develop appropriate Youth Court model	Contribute to design of model through representation by YMC on Youth Business Process Design Working Group	2	3
RRUC5	Custody seen as only option for children who persistently and wilfully fail to engage in supervision	Effective management oversight of breach processes and interventions used, recommendations made to Court	2	3
RRUC6	Lack of appropriate resettlement 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	3
RRUC7	Implications of Southwark judgement placing responsibility on Local Authority to	CYP Homelessness and Support Action Plan implemented and	2	3

	accommodate young people both in community and upon release	monitored		
RRUC8	Extended Licence period for young people aged over 18 subject to a DTO – potential strain on YOS resources	Collaborate with NPS regarding supervision by most appropriate agency	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 practitioners adhering to procedures	Children receive appropriate care and services whilst in custody	M	PB/CYPS	01/04/18	31/03/19	
RUC2	Respond to consultations on Court changes and highlight impact on all service users and YOS	Impact on stakeholders taken into consideration in decision making	M	PB	01/04/18	31/03/20	
RUC3	Analyse non compliance and breach action undertaken over 12 months period	Identification of trends barriers to engagement	M	YOS MT	01/09/18	30/09/19	
RUC4	Refresh engagement and compliance procedures for YOS	Case managers understand and implement procedures appropriately	M	CC	01/09/18	31/03/19	
RUC5	Deliver tiered and structured violence offending behaviour	Young people desist from offending at earliest opportunity	M	CM Team	01/09/18	30/09/19	

	programmes to prevent re-offending/escalation of young people through YJS						
RUC6	Conduct survey with Magistrates on quality of PSRs in Court	Increased confidence in sentencing options by Magistrate's	M	YOS MT	01/09/18	30/09/19	
RUC7	Engage in Magistrates events to increase confidence in community interventions	Reduction in use of custody	M	YOS MT/ YOS Practitioners	01/09/18	30/09/19	
RUC8	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	01/09/18	30/09/19	
RUC9	Implement National Protocol for Children detained in Police Custody Monitor requests for and provision of PACE 38/6 beds by Police	Children not detained unnecessarily in Police cells overnight	H	YOS MT/ CYPS/ EDT/ SW Police	01/09/18	30/09/19	
RUC10	Monitor capacity of appropriate adult services. Deliver training to volunteers to support services	Sufficient resources available to meet demand for appropriate adult services	M	PB/NW/ NP/LB	01/09/18	30/09/19	

RUC11	Contribute to APB re-commissioning arrangements	APB Commission services to meet identified need of children including transitions to adult services	M	PB/APB	01/09/18	01/04/20	
RUC12	Ensure all young people sentenced to custody receive family support during custodial element	Risk of reoffending and resettlement needs reduced prior to release	H	CC/EB	01/09/18	30/09/19	

**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 based on introduction of Assetplus audit tool and establish a baseline for quality of assessments and plans	Assessments and plans are quality assured at the time of countersignature. Ability to identify training needs	M	YOS MT	01/09/18	30/09/19	
ROSH2	Assessments and plans are reviewed at timely intervals by CMT	Young people managed appropriately in line with assessed risk levels	H	CC	01/09/18	30/09/19	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
ROSH3	Recommendations following assessment by psychology services are implemented and monitored through CPF planning processes	Risk Management plans reflect psychology recommendations and actions taken to mitigate where possible risks	H	PB/CC	01/09/18	30/09/19	
ROSH4	YOS PC attends tasking and briefing regularly to share intelligence with SWP and YOS  Intelligence is recorded on both YOS and Police systems	YOS PC Role operates in accordance with ACPO guidance	H	PB/KP/JL	01/09/18	30/09/19	
ROSH5	Engage with Strategic MAPPA re monitoring of high risk offenders and performance monitoring and outcome of serious case reviews	Improved awareness of risk factors, robust risk management plans developed	H	YOS MB	01/09/18	30/09/19	
ROSH6	Ensure appropriate quality assurance of MAPPA referrals by YOS Managers	Children and young people screened by MAPPA accurately in relation to risk management levels	M	YOS MT/CMT	01/09/18	30/09/19	
ROSH7	Monitor number of sexual offenders within	Strategic oversight of quality of work being	H	YOS MB/RSCB	01/09/18	30/09/19	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	community at a strategic level	undertaken and evaluation of outcomes					
ROSH8	Utilise tiered and structured offending behaviour programmes designed to address risk	Practitioners have range of tools to address risk factors	M	CC	01/09/18	30/09/19	

## 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 2017/18

### Substance Misuse

	Vale of Glamorgan	South Wales	Wales
Number referred for a SM Assessment	17	151	314
Number refusing a service	1	14	41
Number commencing an assessment within 5 days (excl. those refusing/receiving service)	12	110	231
<b>% commencing within 5 days</b>	75%	83%	86%

## Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
SFHR1	Promotion of prevention and early intervention by others in line with Social Services and Well Being Act 2014, may result in children/young people's care and support needs not being met at earliest opportunity	YOS participate in reshaping of prevention and early intervention services	2	4
SFHR2	Children and young people presenting at YOS with high level of complex needs	Staff appropriately trained and risks identified and managed appropriately	2	3
SFHR3	Increase in females identified both in prevention and statutory cases	Develop staff awareness of how to engage with females	2	3
SFHR4	Increased risk of children and young people becoming exploited through involvement in organised criminal activity, sexually exploited and at risk of being trafficked	Developing staff awareness and sharing intelligence with partner agencies	3	4

## Action to address the risk

Action Ref No	Actions against this Risk	Outcome	Priority	Updater	Start Date	Finish Date	Progress
SFH1	Raise awareness of YOS and CYPS Protocol incorporating new policy and practice guidance	Staff have clear guidance in relation to roles and responsibilities	M	PB/OM CYPS	01/09/18	30/09/19	
SFH2	Ensure YOS practitioners comply with Corporate Safeguarding Policy	Staff understood role in safeguarding	M	PB	01/09/18	30/09/19	
SFH3	Develop with CYPS performance monitoring	MAPPA/RSCB/YOS Management Board have strategic oversight	M	PB/OM CYPS	01/09/18	30/09/19	

	mechanisms for oversight of young people who display sexually harmful behaviour	of sexually harmful behaviour					
SFH5	Promote RSCB/Social Services Training Programme and ensure staff complete mandatory training	Increased awareness of sexual exploitation, sexually harmful behaviour, impact of neglect, etc	M	YOS MT	01/09/18	30/09/19	
SFH6	Utilise external intervention programmes re sexual exploitation	Young people able to access appropriate services	M	CC/YOS Practitioners	01/09/18	30/09/19	
SFH7	Monitor 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	01/09/18	30/09/19	
SFH8	Engagement in CSE Taskforce Meetings to share information, intelligence re risks in Local Authority areas	Children and young people at risk of CSE are identified and protected	M	CC	01/09/18	30/09/19	
SFH9	Participate in Review of All Wales Protection Procedures	Needs to children within Youth Justice setting reflected within procedures	M	PB	01/09/18	30/09/19	

## Service Plan Objective: Increase victim and public confidence

Performance – Year 2017/18

	Q1	Q2	Q3	Q4
<b>Number of Victims</b>	32	21	13	31
<b>Participating in Direct RJ</b>	9	10	1	13
<b>%</b>	28%	48%	8%	42%

### 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	PB/NW/ NP	01/09/18	30/09/19	
IVPC2	Update content of YOS Web Site	Information for public up to date and relevant	M	GW	01/09/18	30/09/19	
IVPC3	Undertake observations of NR and RO Panels	RJ interventions are carried out safely and in line with NOS for RJ	H	NW/NP	01/09/18	30/09/19	
IVPC4	Evaluate effectiveness of NRP/OOCD processes by academic researchers	Evidence to support continuation of delivery of model	M	YOS MT/YJB	01/09/18	30/09/19	
IVPC5	Review Restorative	RP is promoted and	M	YOS MT	01/09/18	30/09/19	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	Justice strategy	delivered across LA					
IVPC6	Promote with CST identification and engagement of victims of ASB in restorative processes	Increased victim satisfaction and community confidence	M	PB/NP/S M/DG	01/09/18	30/09/19	
IVPC7	Implement recommendations from Thematic Inspection for Referral Orders	Public are aware of work within YOS. Victim engagement on RO increased	H	PB/NW/ NP	01/09/18	30/09/19	
IVPC8	Revise victim satisfaction surveys to measure effectiveness of delivery	Victim services designed and delivered based on service user feedback	M	PB/NW/ NP/LE	01/09/18	30/09/19	
IVPC9	Conduct victim consultation through one to one meetings or focus groups	Service user feedback informs service improvements	M	PB/NW/ NP/LE	01/09/18	30/09/19	
IVPC10	Revise restorative practices information for victims	Victims able to make informed choice re participation	M	PB/NW/ NP/LE	01/09/18	30/09/19	
IVPC11	Identify opportunities to celebrate success/nominations	Increase in public confidence and awareness of YOS	M	PB/NW/ NP	01/09/18	30/09/19	

**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	01/09/18	30/09/19	
GLP2	Monitor resources partners providing to YOS	YOS sufficiently resourced to deliver services	M	YOS MB	01/09/18	30/09/19	
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	M	YOS MB	01/09/18	30/09/19	
GLP4	Participate in Area Planning Board to develop/monitor services for children across all tiers	Children able to access substance misuse services when needed	M	PB	01/09/18	30/09/19	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
GLP5	Develop closer links with Housing managers to identify young people at risk living in areas of social deprivation	Children and young people sustain tenancies and accommodation	M	YOS MT	01/09/18	30/09/19	
GLP6	Participate in accommodation task and finish group to reduce use of B&B provision within Vale	Eradication of use of B&B where possible Identification of options to expand range of accommodation for move on	H	PB/CYPS /Housing	01/09/18	30/09/19	
GLP7	Work with PCC Office to develop bids for addressing impact of domestic abuse, adolescent to parent violence	Adolescent to parent violence services available within local area	M	PB/PCC	01/09/18	30/09/19	
GLP8	Work with SWP following changes to Bail Act to avoid unnecessary delays in information sharing, availability of AA services outside of formal custody suite setting	Bail is only used where appropriate  SWP confident in diversionary model  Children can access AA services where and when required	H	YOS MT	01/09/18	30/09/19	

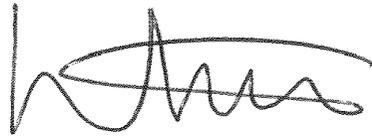
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
GLP9	Participate in Mental Health Partnership meetings and continue to raise awareness of health needs for CYP in Youth Justice System	Health needs of CYP are met across Cardiff and Vale	H	PB/RW	01/09/18	30/09/19	
GLP10	Implement National Protocol for Children in Police Custody and monitor provision of appropriate adult services and undertake regular meetings with SWP/EDT/CYPS and Cardiff YOS	Overnight detention of children and young people in Police Custody is monitored	H	YOS MT	01/09/18	30/09/19	
GLP11	Contribute to revision of the National Protocol with Probation Trust for Youth to Adult transitions	Young people supported in the transition process effectively to adult services	M	YOS MT	01/09/18	30/09/19	
GLP12	Liaison with Probation re offenders aged 18 and over for information on previous YOS involvement	Young adult offenders are assessed and supervised more effectively	H	PG/KG	01/09/18	30/09/19	
GLP13	Develop understanding with CYPS, Private and	Children in the care system are not	M	YOS MB	01/09/18	30/09/19	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	LA care placements of the need to avoid criminalisation of CYP	disproportionately represented in the YJS					
GLP14	Utilise Thematic inspection recommendations to inform service improvements	YOS involved in continuous service development and promotion of effective practice	M	YOS MB/PB	01/09/18	30/09/19	

## Consultation - What Will We Do 2018/19

Stakeholder	Purpose	Method	Sample	Success Criteria	Complete	Officer
Young People	Ascertain satisfaction & service improvement	Consultation events and self assessments	All YP	Increase in service user satisfaction. Interventions delivered to meet service user needs		CC
Victims of crime	Ascertain satisfaction & service improvement	Questionnaires, one to one meetings and focus group with Social Services Consultation Officer	All victims of crime use service	Victim satisfaction rate maintained.	March 2019	NW
Volunteer feedback on	Ascertain satisfaction of training course and	Post course evaluation sheet	All volunteers attending training	High standard of training	March 2019	NW/NP

training courses	delivery			delivered		
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	September 2019	EB



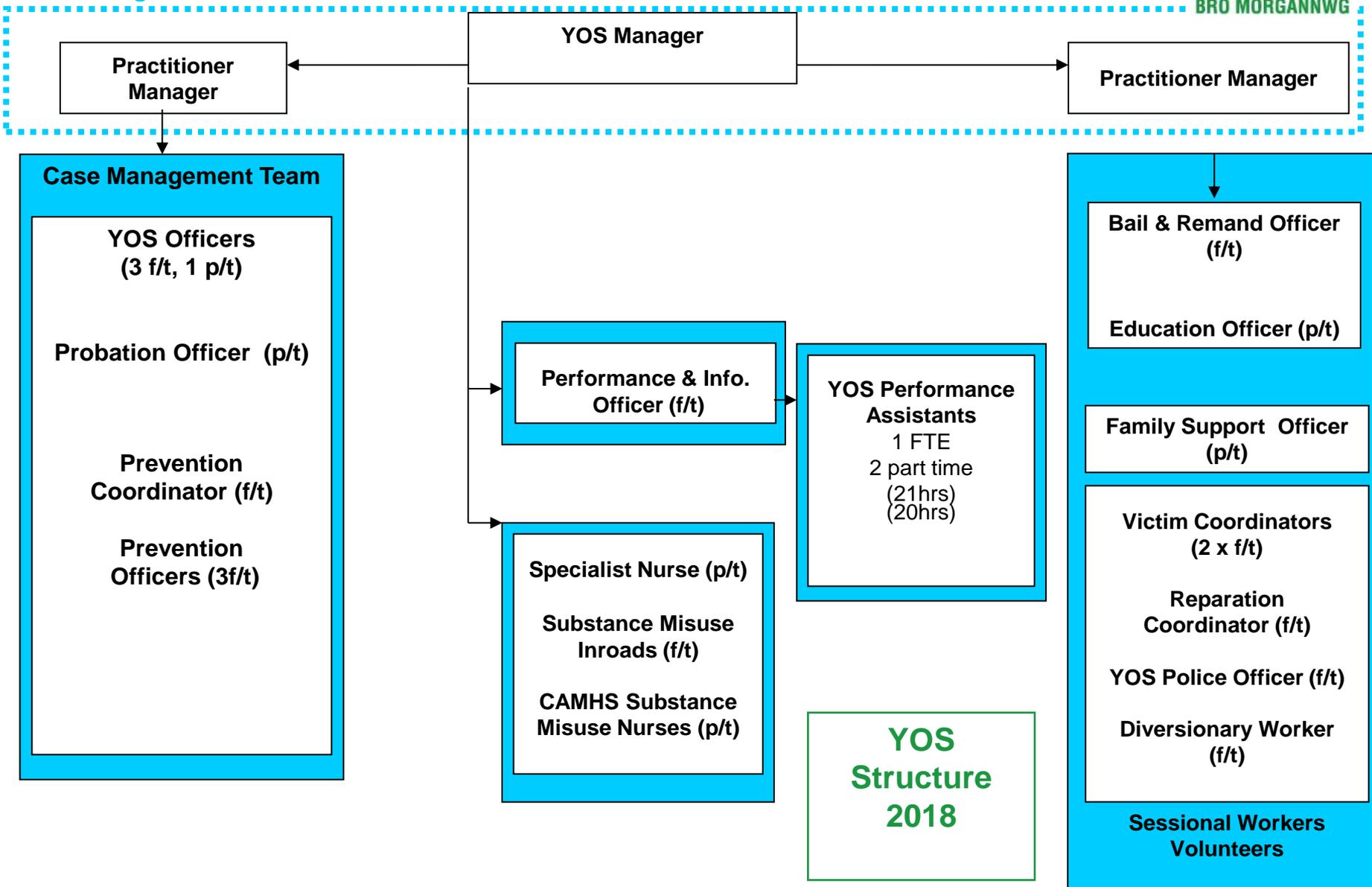
**Plan signed off by Chair  
on Behalf of YOS Management Board : ...**



**Plan signed by YOS Manager:**

**Date : 23 October 2018**

Management Team



### YOS BUDGET BREAKDOWN – 2018/2019

Agency	Staffing Costs	Payments in kind	Other delegated funds	<b>Total</b>
Police	3,120	57,255	2,575	<b>62,950</b>
Police and Crime Commissioner	14,159		9,041	<b>23,200</b>
Probation		22,024	5,000	<b>27,024</b>
Health		69,754		<b>69,754</b>
Local Authority	491,560		218,724	<b>710,284</b>
Wales Assembly Government	190,023		4,993	<b>195,016</b>
YJB	143,352			<b>143,352</b>
Other				<b>0</b>
<b>Total</b>	<b>842,214</b>	<b>149,033</b>	<b>240,333</b>	<b>1,231,580</b>