

The Vale of Glamorgan Council

Homes and Safe Communities Scrutiny Committee: 6th September 2017

Report of the Director of Social Services

The Youth Justice Plan 2017/18

Purpose of the Report

1. To inform Scrutiny Committee about the Vale of Glamorgan Youth Justice Plan 2017/18 (YOS).

Recommendation

1. That the Youth Justice Plan is noted by the Scrutiny Committee and that Members acknowledge the increase in core contributions from key agencies and an increase in Welsh Government grant designed to address emerging issues as outlined in the resources section.

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 Youth Offending Team 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 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 YOS 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 2017/18 is attached at Appendix 1.
8. It has been designed to provide an overview of changes to governance or service delivery and to incorporate the YOS response to HM Probation Inspectorate's thematic inspection reports during 2016/17.
9. There have been no significant changes to the structure or operational functions of the YOS, or the corporate environment within which it operates. Currently the greatest risks are associated with national uncertainty about the future of youth justice services and their funding arrangements.
10. A review of the Youth Justice System took place in 2015/16. The terms of reference for the review were to examine the evidence and current 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 current arrangements are fit for purpose.
11. The final report was published in December 2016. The report acknowledges the success of both the YJB and YOS in formalising partnership working and ensuring that there is a focus on children who offend as children first and offenders second. The report also acknowledges that new approaches are needed to tackle re-offending as a priority nationally across England and Wales.
12. The report recognises that the causes of childhood offending need a multi-agency response and YOS alone cannot address all the underlying issues.
13. The UK Government in its response to the Review Report indicated that improvements would be made to the framework within which the Youth Justice System operates. These improvements will 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.
14. Developments to date have included the establishment of a Youth Custody Service (an arm of the HM Prison and Probation Service); and responsibility for commissioning and monitoring youth custodial services has moved from the YJB to the Ministry of Justice following the publication of a number of inspections reports raising concerns about standards and safeguarding within the youth secure setting.

15. Ministry of Justice/YJB will also be consulting with YOS and their statutory partners in relation to the services provided in the community.

Resource Implications (Financial and Employment)

16. 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.
17. Based on reductions in grant funding since 2010, the YOS was anticipating a reduction in the grant funding received from the YJB for 2017/18, however this reduction did not materialise and grant increased by 0.04%, although only a small increase of £571, it remains positive that the grant did not reduce as this would have potentially created a deficit in budget.
18. During 2016/17, the YOS Police Officer retired and there was a period of 5 months where no full time officer was in post. The budget position for 2016/17 therefore reflected a reduced contribution as it did not cover the full year. The budget breakdown for 2017/18 now reflects the whole of year contribution from South Wales Police and gives the impression that the budget has increased overall.
19. Following the publication of the Lord Laming Report “In Care and Out of trouble”, Welsh Government has encouraged a focus on YOS working with Police, Children’s Services and providers to address any issues associated with overrepresentation of children within the looked after system. As a result the YOS has diverted an element of the Welsh Government Promoting Positive Engagement Grant to address these issues which increases the budget overall.
20. A breakdown of the YOS budget for 2017/18 is attached at Appendix 3.

Sustainability and Climate Change Implications

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

Legal Implications (to Include Human Rights Implications)

22. 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.
23. 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

24. 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)

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

Corporate/Service Objectives

26. 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

27. This is a matter for Executive decision.

Consultation (including Ward Member Consultation)

28. The provision of YOS 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

29. Homes and Safe Communities.

Background Papers

Youth Justice Board (YJB) for England and Wales YOT Grants Terms and Conditions 2017/2018; Youth Justice Plans: YJB Practice Note for Youth Offending Partnerships May 2017

Contact Officer

Paula Barnett, YOS Manager

Officers Consulted

Head of Children and Young People Services
Assistant Team Manager, Youth Offending Service

Responsible Officer

Lance Carver, Director of Social Services

YOUTH JUSTICE PLAN 2017/18

Service **Youth Offending Service**

YOS Manager **Paula Barnett**

Date signed
off by **July 2017**
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 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 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 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 access mainstream services.

Corporate Landscape

The Vale of Glamorgan LSB produced 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 Public Service Board which operates with a higher level of representation across partner agencies. In 2018 this Plan will be replaced by a Well-Being Plan as detailed on page 4.

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 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 LSCB, Area Planning Board for Substance Misuse Services, Safer Vale, Mental Health Partnership Board, through participation in workshops associated with the population needs assessment for 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

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 is part of the City Deal region, 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.

Welsh Government has consulted on its White paper – Reforming Local Government : Resilient and Renewed which sets out arrangements for regional working, strengthening the role for Councils and Councillors, providing a framework for any future voluntary mergers and setting out the role of community councils. The Vale of Glamorgan Council does not support mandatory delivery of services on a regional basis; rather it believes that the case for regional working should be based on a clear rationale balancing the need for regional collaboration against the requirement to continue to deliver local services in challenging times.

The Future Generations (Wales) Act 2015 and the Social Services and Well Being Act 2014 have placed new duties on each Local Authority to undertake both a wellbeing and population needs assessment (PNA). The PNA assessment was undertaken between February 2016 and January 2017 and reported to the Regional Partnership Board for Cardiff and the Vale of Glamorgan. The WBA was reported approved by the PSB in March 2017. Work has now commenced on the development of the Well-Being Plan, due to be published in 2018, which will be framed around 4 areas; valuing the environment, improving engagement, tackling inequalities/deprivation and early years/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 focus on prevention and early intervention to improve children and young people's life chances. The

Youth Offending Service, 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 regional funding through the Promoting Positive Engagement Fund to Cardiff and the Vale of Glamorgan to reduce and prevent youth crime and disorder. 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 Promoting Positive Engagement Fund across Cardiff and Vale YOSs sustains delivery of Triage, Out of Court Disposals and Youth Restorative Disposals, i.e. community justice through Neighbourhood Resolution Panels, delivery of Stay Safe projects designed to reduce risks associated with substance misuse by children and young people and locally 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 funding criteria for the Promoting Positive Engagement Fund focuses 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, 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.

The Police and Crime Commissioner continues to fund the YOS for some elements of restorative work and prevention and has move away from “grant funding” to a focus on partnership arrangements to achieve shared outcomes. 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.

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 £142,781 in 2016/17 a reduction of £163,346. With the 30% (18 + 12%) reduction since 2015/16 the YJB grant has reduced by £32,780, which left the YOS with a deficit in budget in 2016/17. The YJB grant has previously funded the cost of 4.5 posts and the provision of the part time Careers Wales Officer which equates to £162,388. The grant also covered the expenditure associated with the YOS vehicles; mileage of officers and young people's transport expenditure in the sum of approximately £20,000 per annum. With the grant reducing to £142,781 for 2016/17, this left the YOS with a potential shortfall of £39,607 which was offset by reserves accrued as a result of staff absences and vacancies. In preparation for 2017/18 and operating on the premise that the YJB grant would again decrease, a decision was taken to end the Careers Wales contract and hold one vacancy to offset any further reductions in grant. The YJB have now confirmed the grant for 2017/18 which reflects a 0.4% increase as £143,352.

The overall YOS budget amounts to £1,195,684 with the YJB now making up only 12% of the budget. The budget has increased by £61,293 in real terms due to an increase in grants and partner contributions, i.e. full time provision of YOS Police Officer, increase in Probation from 0.2 to 0.5 officer time, additional funding from Welsh Government to implement restorative project detailed below and YJB grant increase of 0.04%. The Local Authority is the largest contributor to the YOS Budget and 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 due to the implementation of the Social Services and Well Being Act 2014 and the reduction in YJB grant funding. Attached at Appendix B is a table outlining the Partner Contributions to the YOS Partnership Pooled Budget 2017/18.

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 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. The UHB continues to provide a physical health nurse provision, which is shared between Cardiff and Vale YOS. Access to higher tier mental health services and some emotional well-being services will be through referral to commissioned services.

The National Probation Service (NPS) conducted a review of the contribution made by NPS to the YOS during 2015/16. One of the aims of the review was to introduce consistency in relation to the NPS contribution to YOS as differences had grown up over time across local delivery areas. The E3 programme, Effectiveness, Efficiency and Excellence which came into force in 2016/17, highlighted the requirement for an increase from 0.2 to 0.5 Probation seconded officer in the Vale of Glamorgan. NPS also provide a cash contribution to the YOS of £5,000 per seconded officer. Previously the YOS has been in receipt of an additional contribution of £5,500 to offset the loss of officer time, but this element has been

withdrawn with the increase in officer time to 0.5 and all YOTs now received a £5,000 contribution per seconded officer.

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 processes both with Media Academy Cardiff, who currently deliver the Triage diversion service operating in Cardiff Bay Custody Suite and the YOS in providing policing resources for out of court disposal decision making meetings and Neighbourhood Resolution Meetings in which the outcome of the out of court disposal is administered.

The introduction by South Wales Police of Community Resolutions into the menu available for out of court disposals has seen a reduction in referral of approximately 30% to the Triage 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 is also likely to affect how children and young people are processed by South Wales Police in relation to low level crime. The Triage diversion service is a commissioned service, whose contract is due for renewal post September 2017. In order to continue to ensure the service meets future need and remains value for money, the impact of the introduction of Community Resolutions and bail changes will need to be factored into any re-tendering exercise. Discussions have taken place with both the current provider and Welsh Government and an additional business case for funding of the diversion service will be required for the period September 2017 to March 2018. Failure to review the service and complete a re-tendering exercise prior to the expiry of the existing contract could potentially result in the current provision ending and no alternative being in place. This is a risk which will need to be managed and contingency plans put in place to continue to offer a service.

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 Local Authority 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 to assist YOTs across South Wales to tackle the underlying causes of some of the most complex children and young people's offending. YOTs will receive additional resources through access to psychology and social work services to undertake case formulations and develop new ways of working with children with the aim of helping them to move towards crime free lives in the future.

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 in order 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 of children and young people, to secure funding to employ a restorative worker to develop restorative approaches for residential providers in order to reduce the number of children being criminalisation. This project is anticipated to commence in July 2017 and will bring together South Wales Police, Children and Young People’ Services, Providers and YOS to address this emerging issue building on good practice in other areas across Wales.

Performance in relation to Education, Training and Employment (ETE) has been identified as an issue since 2014/15 end of year performance report. Despite engagement in a range of forums by YOS with Educational professionals, although some improvements have been achieved, such as tracking of Year 11 pupils to identify placement post 16, children and young people continue not to receive 25 hours of statutory provision in all cases, or 16 hours of post 16 provision. The Local Authority Education 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 potential reductions in YOS budget for 2017/18, a decision was made not to re-commission the part time Careers Wales worker. 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. Additional support which was previously provided via Careers Wales, is now being sought through the ESF funded Inspire to Work employees. Access to appropriate levels of educational provision remains a priority for the YOS Management Board 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, it will therefore be important for YOS/Education practitioners to gain a more in-depth understanding of the implications of this Act to ensure that children and young people have their support needs assessed and addressed. This could potentially have resource implications for both the Local Authority and YOS in terms of practitioner time and resources to support delivery.

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 current

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 current arrangements are 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 acknowledges 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 report recommended a reduced role for the centre and the devolution of responsibility for the Youth Justice System to Local Authorities who hold the statutory responsibility for educating and protecting children. The aim to provide stronger incentives to tackle promptly and proportionately the factors which place children at risk by focusing on improving their welfare, health and education.

Alongside the publication of the final report, the UK Government published a response watering down the proposals outlined within the Youth Justice Review Report, acknowledging the successes and indicating that both the Youth Justice Board and Youth Offending Teams remain, but improvements to the framework within which the Youth Justice System operates would be made. The improvements recommended will 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. It is important that Wales has a voice in relation to the reforms as many of the proposals which focus on England, such as piloting of secure schools and would not necessarily work within a Welsh setting.

The risks for Youth Offending Services as they currently operate are that the expertise, professionalism and knowledge which exist within services currently could be lost due to uncertainty regarding the structure and funding of Youth Offending Services in the future.

Cross Cutting Objectives

- People of all ages are actively engaged in life in the Vale and have the capacity and confidence to identify their own needs as individuals and within communities.

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.

- The diverse needs of local people are met through the provision of customer focused, accessible services and information
- 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.
- The underlying causes of deprivation are tackled and the regeneration of the Vale continues, opportunities for individuals and businesses are developed and the quality of the built and natural environment is protected and enhanced
- 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
- 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.
- 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)

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

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

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; review of services provided, additional external funding sought	3	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. Promotion of the case for funding to remain ring fenced to avoid dilution of grant.	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 on outcome of Youth Justice Review	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	01/04/17	30/09/17	Completed
FM 2	Consider external funding streams that meet priorities within service area need	Increased budget to deliver services	M	PB/MB	01/09/17	31/03/18	
FM 3	Forward planning for continuation of Promoting Positive Engagement grant	Continuation of prevention and diversion services	H	PB	01/04/17	31/03/18	In progress
FM 4	Undertake a review of structure of YOS based on future demand and outcome of Youth Justice Review	Effective use of resources and YOS future proof	H	PB	01/09/17	31/03/18	
FM 5	Partners understand the level of service and resources required within the YOS	YOS sufficiently resourced	H	YOS MB	01/04/17	31/03/18	In progress, budget discussions undertaken in YOS Management Board meetings
FM 6	YOS budget monitored on a monthly basis	Ability to meet financial commitment and balance budget	M	PB	01/04/17	31/03/18	In progress
FM 7	Cost of remand placements monitored and reported	YOS Management Board and Local Authority aware of resource implications	M	PB	01/04/17	31/03/18	

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	3	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 Review	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

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	01/09/17	30/06/18	
PM2	Monitor availability of seconded partnership provision, evidence any gaps in service	Sufficient capacity to meet identified need.	H	PB/MB	01/09/17	30/06/18	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
PM3	Review capacity within O OCD, case management team taking into account workload, expectations for duty/Court cover etc	Sufficient staffing levels available to meet demand	H	YOS MT	01/06/17	31/03/18	In progress
PM4	Further develop quality assurance framework in line with ASSETPlus	Audit will identify workforce development needs	M	KG	01/09/17	31/03/18	
PM5	Identify how staff can participate proactively in continuous service improvements	All staff are aware of quality standards and able to implement	M	KG	01/09/17	31/03/18	
PM6	Refresh YOS Workforce Development Plan	Staff effectively trained to meet the needs of the service	H	PB	01/04/17	31/03/18	
PM7	Jointly recruit and train volunteers across service areas within the YOS	Sufficient volunteers available to deliver services	M	MB	01/09/17	31/03/18	
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	01/09/17	31/03/18	

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	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	01/09/17	30/09/18	
SE2	Utilise data from variety of sources to inform service development	Increased understanding of future demands	M	GW	01/06/17	31/03/18	In progress

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
SE3	Revisit Asset Plus training with a focus on diversity and desistance	Staff recognise and respond accordingly to diversity and desistance factors	M	MB	01/03/17	30/09/17	Completed
SE4	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	01/09/17	30/09/18	
SE5	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	01/06/17	31/03/18	
SE6	Undertake consultation with partner agencies to gain awareness of practice implications when working in partnership	Improved partnership working, working relationships and shared objectives	M	YOS MT	01/09/16	31/09/17	

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 2016/17

Accommodation

	VoG	Wales	S.Wales
Suitable accommodation before the start	48	873	363
Suitable accommodation at the end	49	860	357
Percentage change - Community Penalties (Start/End)	2%	-1%	-2%

Education Training and Employment

	Statutory School Age					Above Statutory School Age			
	Start Average Hours		End Average Hours			Start Average Hours		End Average Hours	
	Offered	Attended	Offered	Attended		Offered	Attended	Offered	Attended
VoG	19.7	15.7	15.6	11.2	VoG	5.3	5.3	8.0	8.0
Wales	20.0	13.5	19.6	14.6	Wales	10.3	8.9	12.3	11.6
S Wales	17.6	13.5	18.1	14.9	S Wales	9.1	8.2	11.5	11.0

Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
APIS1	Local Practice Changes documentation completed	YOS policies and procedures reviewed in	M	PB/MB	01/04/17	30/09/17	Completed

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	and provided to practitioners for guidance/reference	line with Assetplus framework					
APIS2	Health specialist workers contribute to the assessment of young people	Comprehensive assessments undertaken on all young people	M	MB/RW/JP	01/09/16	30/09/17	Completed
APIS3	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	01/03/17	30/09/17	
APIS4	Review quality assurance systems to incorporate changes in practice following Asset Plus Implementation	Baseline established for quality and identify strengths and areas for improvement	H	YOS MT	01/04/17	30/09/17	In progress
APIS5	Negotiate with UHB access to specialist health services in the YOS	Access to appropriate health services within the YOS	H	PB/RW	01/04/17	31/03/18	
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/MB	01/04/17	31/03/18	

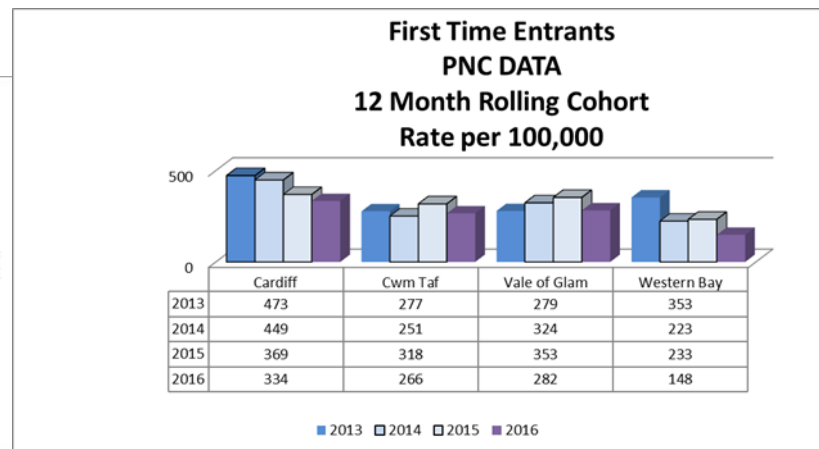
Service Plan Objective: Reduce the number of first time entrants to the Youth Justice System

Performance – Jan to Dec 2016

FTE's Current Position



South Wales Comparison 4 Year Annual FTE Numbers



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

Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
FTER1	Outcome and recommendations of Youth Justice Review may promote 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 external funding sources.	Collaborate with Cardiff Council to secure continuation of regional funding from WG based on positive outcomes	3	4
FTER3	Diminishing Youth Service Provision	Evidence impact of service delivery to retain funding	3	2
FTER4	Sustaining level of FTEs following initial substantial reductions	Local Authority continue to see prevention as priority	3	3
FTER5	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	Raise awareness of specialist knowledge and expertise in addressing risk of offending within partners	Preventative services are retained within YOS	H	PB/MB	01/04/17	31/03/18	
FTER2	Retender diversion service contract with Cardiff YOS	Diversion services available beyond 30/09/2017	H	PB/MB	01/04/17	30/09/17	In progress
FTER3	Produce contingency plans for continuation of diversion services post re-tendering	Diversion services available beyond 30/09/2017	H	PB/MB	01/04/17	30/09/17	
FTER4	Submission of business case to WG to sustain	Services remain viable beyond 2018	H	PB/MB	01/11/17	31/03/18	

	funding for ongoing projects						
FTER5	Utilise PPE grant to support targeted Youth Service provision	Detached Youth Services delivered during 2018/19	H	MB	01/11/17	31/03/18	
FTER6	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/SM/KG	01/09/17	31/03/18	
FTER7	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	KG/SM	01/09/17	31/03/18	
FTER8	Engage in development of family support services across Local Authority area	Implementation of tiered parenting interventions	M	MB/EB/MD	01/01/18	30/06/18	

Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
FTE1	Promote YOS Prevention Service and highlight position within the preventative agenda associated with SSWB Act 2014	Ensure provision of targeted tiered services across the authority for CYP, maintain performance	H	MB	01/04/17	31/03/18	In progress

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
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/SM	01/04/17	31/03/18	
FTE3	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	01/04/17	31/03/18	Completed
FTE4	Children of IOM adult offenders referred to Prevention Services	Intergenerational offending cycle disrupted	M	KG/ZM/ YOS PO/SM	01/09/17	31/03/18	
FTE5	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	MB	01/09/17	31/03/18	
FTE6	Implement assessment and programmes for YP exhibiting violence indicators	Staff able to assess and address violent behaviour	H	MB/NC	01/06/17	30/09/17	In progress
FTE7	Facilitate Respect programmes on behalf of YOS and partner agencies re adolescent	Reduction in re-offending Improved parent and child relationships	H	MB/SM	01/07/17	30/06/18	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	to parent violence and impact						
FTE8	Undertake analysis of females who offend	Gender specific interventions designed based on evidence of need	H	YOS MT	01/07/17	31/03/18	
FTE9	Engage with CST/SW Police to address identified shared priorities	Reduction in anti social behaviour, offending, risk management	H	PB/MB/DG/CG	01/07/17	31/03/18	In progress
FTE10	Engage with diversion service management to provide quality assurance monitoring and oversight	Reduction in re-offending following diversion intervention	H	MB/ Cardiff YOS	01/10/17	31/03/18	In progress

Service Plan Objective: Reduce re-offending

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

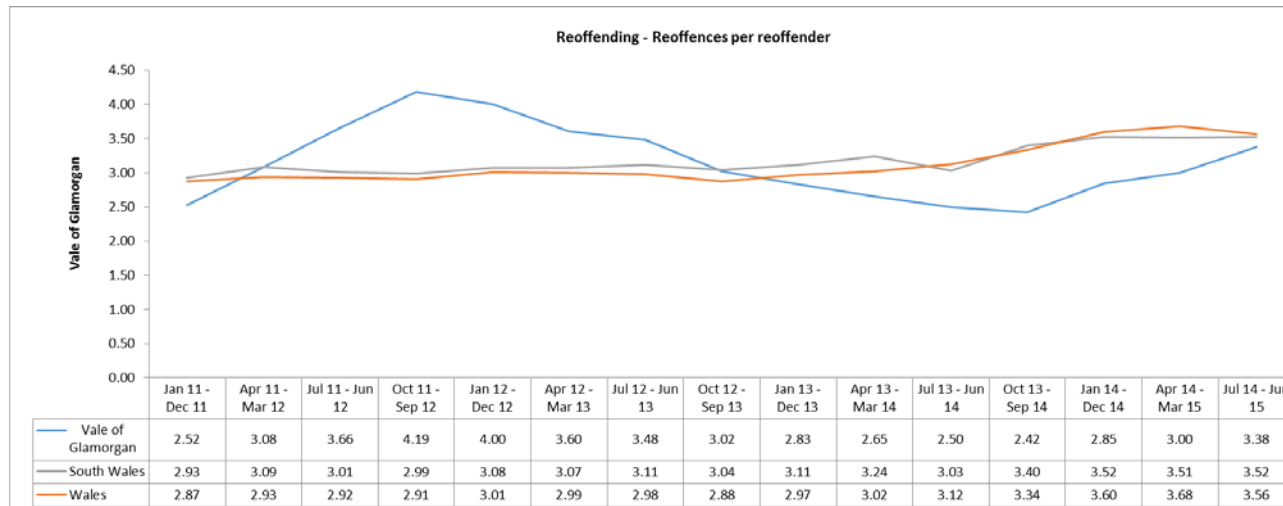
* Re-offending data has an 18 month tracking period

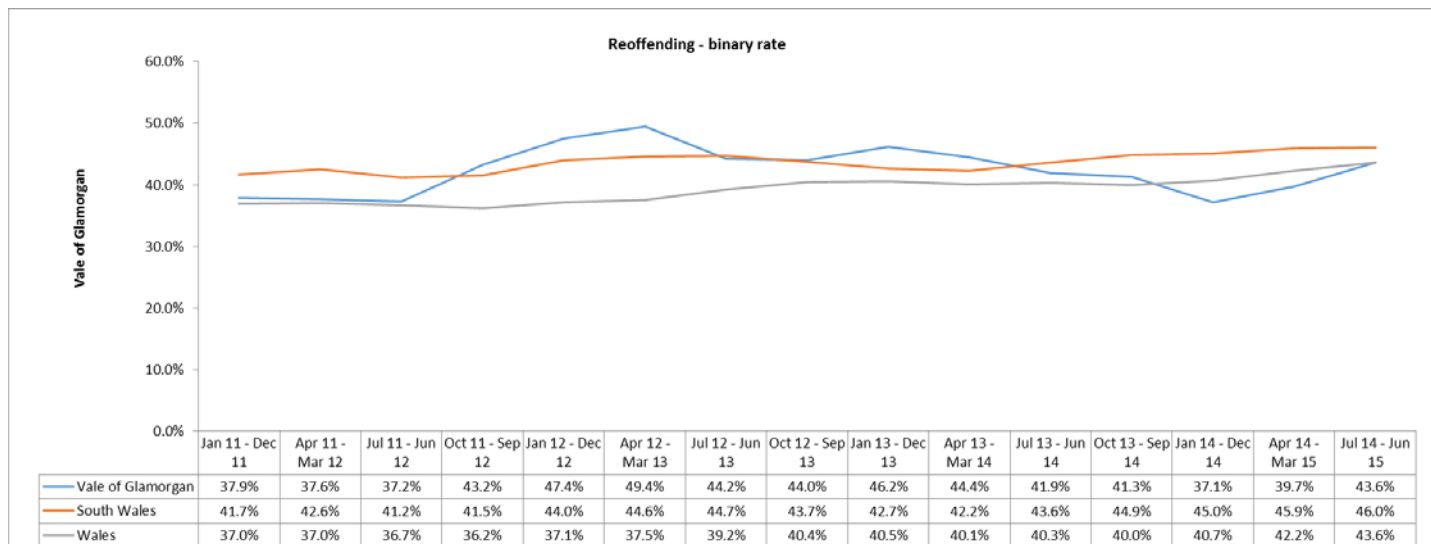
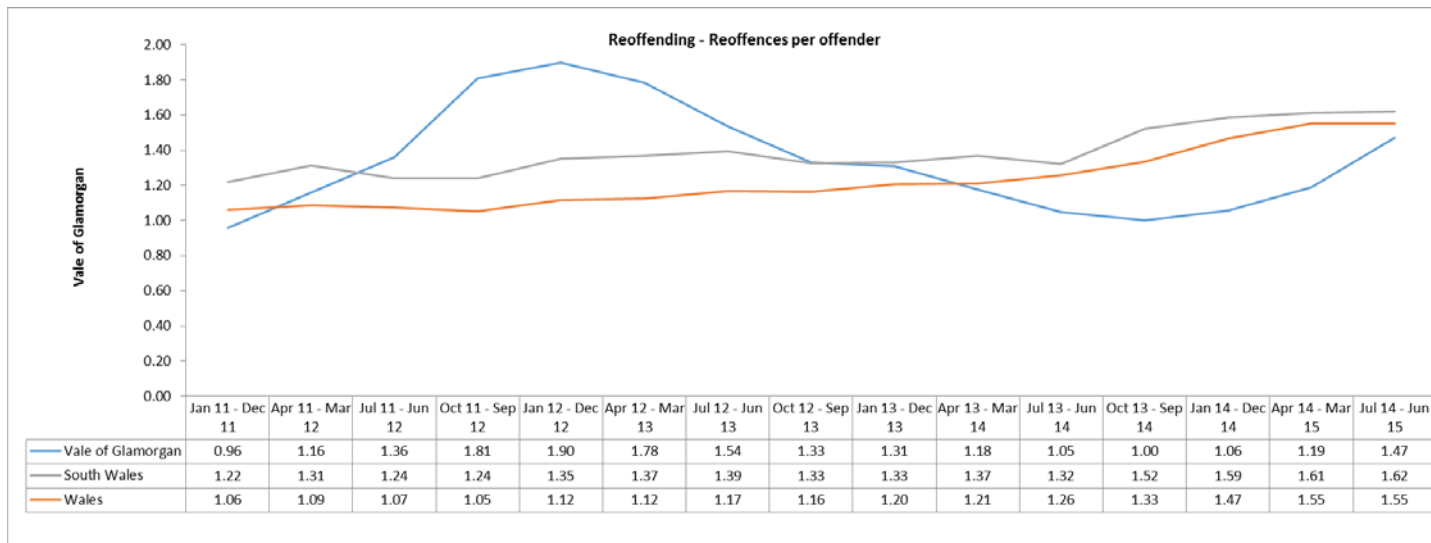
Reoffending

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>			
Jul 14 - Jun 15	3.38	3.52	3.56
Jul 13 - Jun 14	2.50	3.03	3.12
<i>Frequency rate after 12 months</i>			
Jul 14 - Jun 15	1.47	1.62	1.55
Jul 13 - Jun 14	1.05	1.32	1.26
<i>Binary rate after 12 months</i>			
Jul 14 - Jun 15	43.6%	46.0%	43.6%
Jul 13 - Jun 14	41.9%	43.6%	40.3%

Good performance is typified by a low rate

Good performance is typified by low percentage





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	Delivery of prevention and diversion by alternative organisations as an outcome of the Youth Justice Review could increase YOS caseloads	Raise awareness of effectiveness of YOS Prevention Service and specialist knowledge in addressing risks of offending in order to retain service	3	4
RROR3	Reduced number in statutory cohort effects re-offending performance	Robust evaluation of interventions delivered to CYP who re-offend	4	4
RROR4	Increase in the use of custody as a result of persistent re-offending	Improve relationships with Magistrates Court, increased understanding of complexities of young people and need to use custody as last resort	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	Resources targeted to address identified need	H	PB/GW	01/07/17	30/06/18	

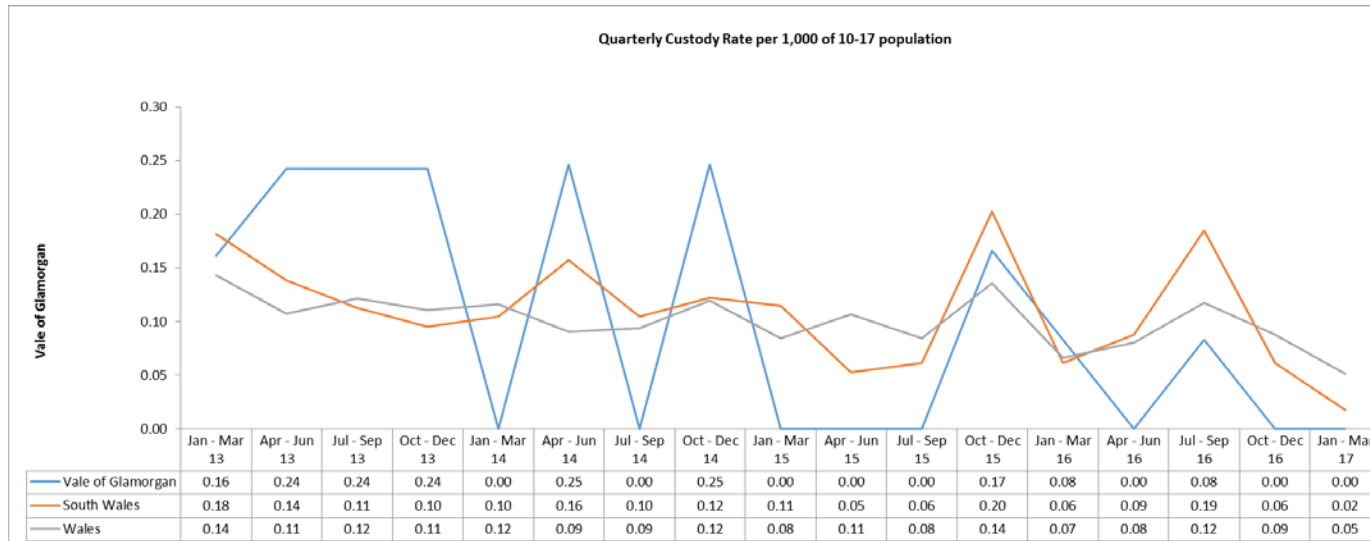
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	identified in patterns of offending						
ROR2	Track children and young people subject to Prevention, Triage and OOCDD interventions for period of 12 months	Ability to measure the effectiveness of interventions and utilise this information to continue funding of service	H	SM/SH/MB	01/04/17	31/03/18	In progress
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	01/07/17	31/03/18	
ROR4	Ensure plans are updated with impact of delivered interventions	Young people's progress and success on programmes are evaluated	H	KG/MB	01/09/17	31/08/18	
ROR5	Participate in YJB/Public Health Wales/PCC enhanced case management approach pilot	Utilise lessons learnt to reduce re-offending rates	H	YOS MT	01/09/17	31/03/19	
ROR6	Identifying ACE utilising tool within supervision with practitioners	Assessments are informed by significant life events	M	KG	01/09/17	31/03/19	
ROR7	Ensure recommendations made within	Tailor made interventions delivered to children	M	KG/MB	01/07/17	30/06/18	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	assessments/reports by professionals are actioned within CPF forums						
ROR8	Review the Breach, Enforcement and Revocation Policy and effectiveness of Breach Panel Process	CYP effectively engaged and successfully complete Orders	H	KG/MB	01/09/17	31/03/18	
ROR9	Track and monitor CYP who have transferred to Probation	Lessons learnt from the transition arrangements for CYP	H	PG/GW	01/07/17	31/03/18	
ROR10	Increase use of restorative alternatives within residential care home settings, foster care, and other settings to assist staff to manage young people's behaviours	Reduction in the number of Looked After Children prosecuted for offences "in the home"	H	YOS MT/CYP S	01/07/17	31/03/18	
ROR11	Develop protocol with partners to reduce the criminalisation of young people in care within the Authority	Reduce the number of LAC young people within the Youth Justice System	H	PB/MB/ CYPS OMS	01/07/17	31/03/18	In progress, draft Protocol out for consultation
ROR12	Engage with Education Directorate to highlight requirements of children	Increased access to full time education provision for all young	H	YOS MB	01/07/17	31/03/18	In progress

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	within YJS	people in YJS					
ROR13	Monitor access to Careers Wales Services in the community	Access to appropriate post 16 ETE provision	M	MB/DB	01/07/17	31/03/18	
ROR14	Utilise lessons learnt from HMIP Thematic Inspection report re Desistence to reduce re-offending	Reduction in numbers of young people becoming persistent offenders	H	YOS MT	01/07/17	31/03/18	
ROR15	Utilise lessons learnt from HMIP Thematic Inspection report re Referral Orders to promote restorative practices, victim engagement and reducing re-offending	Reduction of re-offending of young people on Referral Orders	H	YOS MT	01/07/17	31/03/18	In progress

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 2016/17



	Custodial Sentences	Rate per 1.000 of 10-17 population
Cardiff	20	0.17
Cwm Taf	7	0.03
Vale of Glamorgan	1	0.04
Western Bay	12	0.06
South Wales	40	0.09

Young people receiving a conviction in court who are sentenced to custody			
	Vale of Glamorgan	South Wales	Wales
Custodial disposals - Jan - Mar 17	0	2	14
Rate per 1,000 - Jan - Mar 17	0.00	0.02	0.05
Custodial Disposals - Jan - Mar 16	1	7	18
Rate per 1,000 - Jan - Mar 16	0.08	0.06	0.07

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 Sentencing Council's Guidelines	2	3
RRUC3	Reductions in size of the secure estate due to decommissioning, increases risk of children and young people being placed greater distances from home, increasing impact of custody on children and young people, families and YOS in maintaining contact and 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	Development of Court Protocol and shared documentation, engagement	2	3

	Magistrates confidence in Youth Justice Services	in Magistrates training to raise awareness of services available within each local area		
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 CYP 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 accommodate young people both in community and upon release	CYP Homelessness and Support Action Plan implemented and monitored	2	3
RRUC8	Extended Licence period for young people aged over 18 subject to a DTO – potential strain on YOS resources	Collaborate with NPS and CRC 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	CYP receive appropriate care and	M	PB/CYPS	01/04/17	31/03/18	

	to ensure practitioner adhering to procedures	services whilst in custody					
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/MB	01/07/17	31/06/18	In progress
RUC3	Analyse non compliance and breach action undertaken over 12 months period	Identification of trends barriers to engagement	M	YOS MT	01/07/17	31/06/18	
RUC4	Refresh engagement and compliance procedures for YOS	Case managers understand and implement procedures appropriately	M	KG/MB	01/09/17	31/03/18	
RUC5	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/CMT	01/09/17	31/03/18	
RUC6	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	01/09/17	30/09/18	
RUC7	Engage in Magistrates events to increase understanding of complexities of children in YJS	Increased confidence of Magistrates in assessment and planning by YOS	M	YOS MT/ YOS Practitioners	01/09/17	31/12/17	

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	01/07/17	31/03/18	
RUC9	Implement National Protocol for Children detained in Police Custody Monitor requests for and provision of PACE 38/6 beds by Police	CYP not detained unnecessarily in Police cells overnight	H	MB/CYP S/EDT/ SW Police	01/07/17	31/03/18	In progress
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	MB	01/09/17	30/09/18	In progress
RUC11	Contribute to APB commissioning arrangements for access to substance misuse services for young people approaching 18 years of age and on release from custody	APB Commission services to meet identified need of CYP including transitions to adult services	M	PB/APB	01/09/17	30/09/18	In progress
RUC12	Ensure all YPs sentenced to custody receive family support during custodial element	Risk of reoffending and resettlement needs reduced prior to release	H	KG/MB /EB	01/07/17	30/06/18	

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	KG	01/09/17	30/09/18	In progress
ROSH2	Assessments and plans are reviewed at timely intervals by CMT	Young people managed appropriately in line with assessed risk levels	H	KG	01/07/17	30/06/18	
ROSH3	Managers ensure that recommendations made following assessment of children and young people 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/MB/ KG	01/07/17	30/06/18	
ROSH4	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/CT	01/07/17	30/06/18	In progress

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
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 re children and young people, robust risk management plans developed	H	YOS MB	01/07/17	30/06/18	In progress
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	01/07/17	30/06/18	
ROSH7	Monitor number of sexual offenders within community at a strategic level	Strategic oversight of quality of work being undertaken and evaluation of outcomes	H	YOS MB/ LSCB	01/07/17	30/06/18	
ROSH8	Utilise tiered and structured offending behaviour programmes designed to address risk	Practitioners have range of tools to address risk factors	M	KG/MB	01/07/17	30/06/18	

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 2015/16

Substance Misuse

	Vale of Glamorgan	South Wales	Wales
Number referred for a SM Assessment	30	182	390
Number refusing a service	0	19	30
Number commencing an assessment within 5 days (excl. those refusing/receiving service)	26	149	316
% commencing within 5 days	86.67%	91.41%	87.78%

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 be met at earliest opportunity	YOS participate in reshaping of prevention and early intervention services	2	4
SFHR2	Failure to identify safety and wellbeing issues	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	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	01/07/17	30/09/17	In progress, draft Protocol out for consultation
SFH2	Ensure YOS practitioners comply with Corporate Safeguarding Policy	Staff understood role in safeguarding	M	PB	01/04/17	31/03/18	In progress
SFH3	Review QA systems using Assetplus audit tool and single plan including safety and wellbeing issues	Baseline of quality established – intervention plans are cross referenced to CYPS plans	M	KG	01/07/17	31/03/18	
SFH4	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	01/07/17	31/03/18	
SFH5	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	01/07/17	30/06/18	

SFH6	Utilise external intervention programmes re sexual exploitation	Young people able to access appropriate services	M	KG/YOS Practitioners	01/07/17	30/06/18	
SFH7	Ensure robust transfer arrangements in place for CYP placed outside of county	CYP placed outside of county receive seamless supervision	H	YOS MT	01/07/17	30/06/18	
SFH8	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	01/07/17	30/06/18	
SFH9	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	KG	01/07/17	30/06/18	In progress

Service Plan Objective: Increase victim and public confidence

Performance – Year 2016/17

	Q1	Q2	Q3	Q4
Number of Victims	35	68		
Participating in Direct RJ	19	39		
%	54%	57%		

Q3 and Q4 performance is not available at present due to the absence of the Victim Co-ordinator. The performance will be updated when the YJ Plan is updated.

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	01/09/17	30/09/18	In progress
IVPC2	Update content of YOS Web Site	Information for public up to date and relevant	M	MB	01/09/17	30/09/18	
IVPC3	Undertake observations of NR and RO Panels	RJ interventions are carried out safely and in line with NOS for RJ	H	LW/MB	01/07/17	30/06/18	
IVPC4	Evaluate effectiveness	Evidence to support	M	MB	01/08/17	31/01/18	In progress

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	of NRP/OOCD processes by academic researchers	continuation of delivery of model					
IVPC5	Review Restorative Justice strategy	RP is promoted and delivered across LA	M	MB	01/09/17	30/09/18	
IVPC6	Promote with CST identification and engagement of victims of ASB in restorative processes	Increased victim satisfaction and community confidence	M	MB/DG	01/07/17	30/06/18	In progress
IVPC7	Implement recommendations from Thematic Inspection for Referral Orders	Public are aware of work within YOS. Victim engagement on RO increased	H	MB	01/07/17	31/03/18	In progress
IVPC8	Increase completion of victim satisfaction surveys to measure effectiveness of delivery	Victim services designed and delivered based on service user feedback	M	MB/NW/KD	01/09/17	31/01/18	In progress
IVPC9	Identify opportunities to celebrate success/nominations	Increase in public confidence and awareness of YOS	M	YOS MT	01/07/17	30/06/18	In progress

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	01/07/17	30/06/18	
GLP2	Monitor resources partners providing to YOS	YOS sufficiently resourced to deliver services to CYP	M	YOS MB	01/04/17	31/03/18	Completed
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	01/09/17	30/09/18	
GLP4	Refresh YOS Management Board Terms of Reference	Board has clear understanding of expectations and requirements of role as member	H	YOS MB	01/07/17	31/03/18	In progress

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
GLP5	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	01/07/17	30/06/18	In progress
GLP6	Develop closer links with Housing managers to identify young people at risk living in areas of social deprivation	CYP sustain tenancies and accommodation	M	PB/MB	01/07/17	30/06/18	
GLP7	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	01/07/17	30/06/18	In progress
GLP8	Work with SWP to monitor effectiveness of decision making in OOC system for CYP	OOC system operated in line with National Guidance	H	MB/CG	01/07/17	30/06/18	In progress
GLP9	Work with SWP to implement Bail Act changes, changes to diversion model	Bail is only used where appropriate SWP confident in diversionary model	H	MB/PB	01/07/17	31/03/18	In progress
GLP8	Participate in Mental Health Partnership meetings and continue to raise awareness of	Health needs of CYP are met across Cardiff and Vale	H	PB/RW	01/07/17	30/06/18	In progress

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	health needs for CYP in Youth Justice System						
GLP9	Identify areas for future collaboration for delivery of services across Cardiff and Vale YOS	Resilience in service delivery achieved across both areas	H	YOS MT	01/07/17	30/06/18	
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 CYP in Police Custody is monitored	H	MB	01/07/17	30/06/18	In progress
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	KG/PG	01/07/17	30/06/18	
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	01/07/17	30/06/18	
GLP13	Develop understanding with CYPS, Private and	CYP in the care system are not	M	YOS MB	01/07/17	31/03/18	

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 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	01/06/17	30/06/18	
GLP15	Utilise report of HMIP Thematic regarding accommodation to inform service improvements	Recommendations used to inform service developments and range of accommodation options	M	YOS MB/YOS MT	01/07/17	31/03/18	In progress

Service Self Assessment – Where We Excel

Areas of Notable Practice	Success Achieved
Reduction in first time entrants	Preventative services delivered by YOS are effective in reducing the number of FTEs into the Youth Justice System. Monitoring demonstrates that less than 10% offend within a 12 month period. Use of diversionary services and out of court disposals provides positive outcomes for children and young people as they do not receive a criminal sanction. Use of both prevention and diversion result in lower case loads for case managers; better use of resources.
Restorative justice & work with victims	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. Victim safety is an integral part of risk management planning
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 2016/17

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	90% parents felt YP benefitted from service 92% YP felt they benefitted from service	YP and parents/carers to be more engaged in planning stage
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	YP value contribution of YOS, particularly in relation to lifestyle	Be on time for appointments. YP need help in understanding what is required of them
Victims of crime	Ascertain satisfaction & service improvement	Questionnaires from Victim advocates	All victims of crime use service	Qualitative and quantitative analysis in report format	Only 38% feedback gained. Those that provided feedback 100% satisfied with service	YOS VC and ATM to look at feedback systems
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% satisfaction with training content	Volunteer co-ordinator to be recruited in 2017/18
YOS Self-Assessment	Evaluate partnership working	Questionnaire	All external partner agencies	Qualitative and quantitative analysis in report format	Low engagement on consultation. Partners valued contribution with YOS	Partners when engaging in YOS meetings need to be made fully aware of purpose

Future Consultation - What Will We Do 2017/18

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	March 2018	MB
Victims of crime	Ascertain satisfaction & service improvement	Questionnaires	All victims of crime use service	Victim satisfaction rate maintained.	March 2018	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 2018	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 2018	EB

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, Western Bay Youth Offending Service, Her Majesty's Court and Tribunal Service	Reduction of resources across authorities required to deliver services to young people in Court
Delivery of prevention services	Safer Vale Partnership, Community Safety Team, 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

Future Collaboration

Collaborative Activity	Partners Involved	Outcome Required	Action
Restorative Justice	CYPS, Residential Homes, Foster Carers, SW Police, ASB Unit, Children and Young People' Partnership	Restorative practices applied consistently Vale of Glamorgan	Deliver restorative practices training to identified partners
Management of regional grant funding for Promoting Positive Engagement Grant	Cardiff YOS, Vale of Glamorgan Management Board, Cardiff Integrated Partnership Board, Safer Vale, Cardiff and Vale UHB, South Wales Police,	Grant funding secured for 2018/19	Co-production of annual business plan to secure funding from Welsh Government
Volunteer recruitment, training and supervision	Cardiff YOS, Vale of Glamorgan Management Board, Cardiff Integrated Partnership Board, South Wales Police, WG	Sufficient resources to deliver range of YJ activities, such as NRPs, AAs, Referral Order Panels, mentoring	Appoint Volunteer Co-ordinator, recruit, training and support volunteers

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



Plan signed by YOS Manager:

Date : 21 July 2017

Management Team

Practitioner
 Manager

YOS Manager

Assistant Team
 Manager

Case Management Team

YOS Officers
 (4 f/t, 1 p/t)
 (2 f/t vacant)

Probation Officer (p/t)

Prevention
 Coordinator (f/t)

Prevention
 Officers (3f/t)

Performance & Info.
 Officer (f/t)

YOS Performance
 Assistants
 1 FTE
 2 part time
 (21hrs)
 (20hrs)

Specialist Nurse (p/t)

Substance Misuse
 Inroads (f/t)

CAMHS Substance
 Misuse Nurses (p/t)

YOS
 Structure
 2017

Bail & Remand Officer
 (f/t)

YOS Officer (f/t)
 (vacant)

Education Officer (p/t)

Family Support Officer
 (p/t)

Victim Coordinators
 (2 x f/t)

Reparation
 Coordinator (f/t)

YOS Police Officer (f/t)

NRP Co-ordinator
 (f/t)

Sessional Workers
 Volunteers

YOUTH JUSTICE PLAN 2017/18 – BUDGET BREAKDOWN

AGENCY	Staffing Costs <i>total cost of the seconded to the employer, including on-costs</i>	Payments in kind <i>as defined above</i>	Other Delegated Funds <i>cash contributions from partner agencies to be used at YOT Managers' discretion</i>	TOTAL
Police	3120	52326	2575	58021
Police and Crime Commissioner	14159		9041	23200
Probation		18638	5000	23638
Health		69655		69655
Local Authority	510958		206844	717802
YJB	143352			143352
Other				0
Welsh Assembly Government	150040		9976	160016
TOTAL	821629	140619	233436	1195684