

Meeting of:	<b>Homes and Safe Communities Scrutiny Committee</b>
Date of Meeting:	<b>Wednesday, 13 October 2021</b>
Relevant Scrutiny Committee:	Homes and Safe Communities
Report Title:	Youth Offending Service : Youth Justice Plan updated July 2021
Purpose of Report:	To inform Scrutiny Committee about the Youth Justice Plan 2021-2023, which replaces the Transitions and Recovery Plan 2020
Report Owner:	Director of Social Services
Responsible Officer:	Youth Offending Service Manager
Elected Member and Officer Consultation:	Councillor McCaffer; Head of Children and Young People Services; YOS Performance and Information Officer; Youth Offending Service; Legal Services; Accountancy
Policy Framework:	This is a matter for Executive decision
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• This report brings to the attention of Scrutiny Committee, the Youth Justice Plan 2021 - 2023 which incorporates the improvements required following the Youth Justice National Standards baseline audit.</li> <li>• The report also highlights how the Youth Offending Service, which is designated as a key public service plans to continue to deliver services as we recover from the pandemic.</li> <li>• The report is designed to enable elected members to have effective oversight of the work of the Youth Offending Service.</li> </ul>	

## **Recommendation**

1. That Scrutiny Committee considers the contents of the report.

## **Reason for Recommendation**

1. To achieve continuous improvements; to enable elected members to have effective oversight of the work of the Youth Offending Service and understand what and how services are being delivered as we recover from the Covid-19 pandemic, as Youth Justice Services have been identified as a key public service.

## **1. Background**

- 1.1** 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.
- 1.2** 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). The YOS Management Board is currently chaired by the Director of Social Services.
- 1.3** 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.
- 1.4** During 2020, the YOS was required by the YJB to produce a Transitions and Recovery Plan instead of a Youth Justice Plan as a result of the impact of the pandemic. This plan was presented to Scrutiny Committee on 11 November 2020.
- 1.5** In March 2021 the YJB awarded funding to the YOS and advised that they were reverting back to an expectation to produce a Youth Justice Plan for 2021/22 in line with the Youth Justice Plans, YJB Practice Guidance March 2021.
- 1.6** The YJB Practice Guidance suggested the plan should include:
  - Introduction, vision and strategy
  - Governance, leadership and partnership arrangements
  - Resources and services
  - Performance and priorities
  - Responding to the pandemic and recovery from Covid-19

- Challenges, risks and issues
- Service business and improvement plan

## **2. Key Issues for Consideration**

- 2.1** The Youth Justice Plan 2021 - 2023 updated July 2021 is attached at Appendix 1. Also attached at Appendices 2 to 4 are the YOS Structure; Budget Breakdown for 2021/22 and an info graphic demonstrating the complexities of the YOS cohort.
- 2.2** The updated Plan which was approved by the YOS Management Board in July 2021, incorporates into a single document:
- the improvements required following the Youth Justice National Standards baseline audit;
  - recommendations from the Cardiff YOS Inspection Benchmarking exercise;
  - actions identified within the YOS Transitions and Recovery Plan 2020;
  - recommendations from two HM Inspectorate of Probation reports published in November 2020.
- 2.3** The Plan which spans 3 years, to allow sufficient time for the improvements to be achieved, is split into a number of sections:
- Introductory Section – Pages 1 – 14 sets out the service description, the corporate landscape, Governance and Structure; Future Challenges and Collaborations; Resources and Value for Money; Partnership Arrangements and Risks to Future Delivery.
  - Section 1 – Pages 15 – 22 sets out the cross-cutting objectives in relation to financial management, people management, sustainability and equalities.
  - Section 2 – Pages 23 – 62 is the service operational plan, demonstrating how services will be delivered to meet key performance targets and implement improvements.
  - Pages 63 - 70 outlines the governance, leadership and partnership arrangements focusing on how strategic partnership arrangements are supporting the delivery of services and achieving positive outcomes for children.
- 2.4** 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. This is a requirement of the terms and conditions of the YJB grant as it indicates compliance with the YJB Data Recording Guidance.
- 2.5** Committee will note that progress has been made against some of the actions identified within the Youth Justice Plan. There have however been capacity issues experienced by the service throughout 2020/21 which have impacted on the service's ability to progress a range of actions from the Youth Justice Plan.

### **3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

- 3.1** The work of the Youth Offending Service 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.
- 3.2** Focusing on the well-being objectives specifically for children and tackling inequalities linked to deprivation, the YOS operates a trauma informed approach which seeks to address the impact of adverse childhood experiences. Many of the children/young people managed under this model form part of the YOS re-offending cohort.
- 3.3** Research conducted by Public Health Wales evidence 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 emphasises 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.
- 3.4** The Welsh Government has included the use of a trauma informed approach within its Blueprint for Youth Justice. It aims to identify additional resources to reinstate an enhanced case management model and support trauma informed delivery of services in the future. A number of agencies have been identified as leads in relation to the Youth Justice Blueprint workstreams. Representatives from Youth Offending Services are participating and contributing to the work of these groups.
- 3.5** 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.

### **4. Resources and Legal Considerations**

#### **Financial**

- 4.1** The work of the YOS was achieved within allocated resources. Scrutiny Committee will be aware that it is not possible to guarantee sufficient contributions to the YOS budget long term because of its reliance on contributions from partner organisations and annual grants from various sources.
- 4.2** The YJB grant for 2021/22 was confirmed on 30 March 2021.

#### **Employment**

- 4.3** The work of the YOS supports children and young people to access education, training and employment opportunities.

## **Legal (Including Equalities)**

- 4.4** The Youth Justice Board has a number of functions. In accordance with Section 41(5) (ha) of the Crime and Disorder Act 1998 with the approval of the Secretary of State the Board has the authority to make grants to Local Authorities and other persons for the purposes of the operation of the Youth Justice Service and the provision of Youth Justice Services subject to such conditions the Board consider appropriate including conditions as to repayment. The Board can obtain information from relevant authorities for the purpose of monitoring the operation of the youth justice system and the provision of services and to advise the relevant Government Minister on a number of matters.
- 4.5** There are no equality implications directly as a result of this report.

## **5. Background Papers**

YJB : Youth Justice Plans : YJB Practice Guidance March 2021.



Youth Justice Plans  
- YJB Practice Guidar

# Youth Justice Plans

**YJB Practice Guidance March 2021**

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# Context and legal framework

Local authorities have a statutory duty to submit an annual youth justice (YJ) plan relating to their provision of youth justice services. Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing a plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out:

- how youth justice services in their area are to be provided and funded
- how the youth offending team (YOT) or equivalent service will be composed and funded, how it will operate, and what functions it will carry out.

The YJB recognises that planning within the current context is extremely challenging. The sector has responded remarkably but the impact of Covid-19 for children is still yet to fully emerge. Early indications are that for many it has been devastating, and that in 2021 partners must work together to put plans in place to mitigate the negative impacts of the last 12 months.

There are many unknowns and ongoing difficulties that emerged in 2020 that are challenging the delivery of youth justice services and may limit some elements of delivery. However, a year on, many services have settled into adapted ways of working. The planning and production of a Youth Justice Plan is beneficial to partnership working and service delivery to ensure the best outcomes for children.

We also recognise that each local area will have its own governance and oversight arrangements for the completion of statutory plans, and that some aspects of this 'sign off' may need to be completed after the required date of submission to the YJB. Therefore, it is acceptable to gain an "*in principle agreement*" from youth justice partners (Management Board) and sign off via the Chair of the Management Board as a minimum requirement for submission to the YJB.

The YJ plan must be submitted to the YJB and published in accordance with the directions of the Secretary of State. We request that YJ plans be submitted to the YJB by **30<sup>th</sup> June 2021**, by e-mailing YJB CBU [CBU@yjb.gov.uk](mailto:CBU@yjb.gov.uk).

Your YJ plan can be submitted at any time. The 30 June 2021 is the date by which your plan must be submitted to ensure timely payment of your Youth Justice Grant for 2021/22.

Annex A includes a summary outline of grant requirements against terms and conditions to support services understanding of minimum compliances.



# Child First

You will be aware that the YJB's vision is of a Child First youth justice system, which we define as a system where all services:

- Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children
- Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society
- Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers
- Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system

We are satisfied that the evidence supports this as the best approach to achieve better child outcomes. Much of this is explored in the recent research by Loughborough University alongside UKRI, Child First Justice<sup>1</sup> – the research evidence base.

Whilst many of you will be employing a Child First approach to a greater or lesser extent, we want to build capacity within the sector further. We recognise that systemically this is a long-term vision which requires policy and legislative changes at the centre, which we are seeking to influence as set out in our strategic plan<sup>2</sup>. We also recognise that this vision extends far beyond the youth justice system into mainstream services and beyond and again are working to re-frame youth justice across government.

However, there is much that can be done within the existing system within local arrangements and the content of plans should reflect your activity in working to achieve the above vision.

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<sup>1</sup> Child First Justice: The research evidence-base can be viewed online here, [https://repository.lboro.ac.uk/articles/report/Child\\_First\\_Justice\\_the\\_research\\_evidence-base\\_Summary\\_report\\_/14153162](https://repository.lboro.ac.uk/articles/report/Child_First_Justice_the_research_evidence-base_Summary_report_/14153162)

<sup>2</sup> YJB Strategic Plan 2021-2024. You can view the strategic plan online here, [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/966200/YJB\\_Strategic\\_Plan\\_2021\\_-\\_2024.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/966200/YJB_Strategic_Plan_2021_-_2024.pdf)

# How to produce your plan

The YJB recognise that there are many mature multi-agency partnerships across England and Wales, who have years of experience in leadership and governance of youth justice services. These services often have their own individualised and local approach to production of their YJ plans. However, as the landscape is constantly fluid some partnerships have newly formed governance arrangements and newly appointed Chairs and Heads of Service. We therefore offer this advice on '*How to Produce your Plan*' as a guide.

The Management Board should govern and own this process; it is their opportunity to collectively shape the direction of the delivery of youth justice so that it best meets the needs of the locality, children, families and communities. Opportunities for wider participation, significantly where children and their families can themselves shape and influence the delivery of your service is also strongly encouraged.

## YJ planning process – what might it include?

The Management Board (led by the Chair) should take the lead for planning, beginning with a planning session, with contributions from all partners. The planning process may include the following:

### Reflect and plan

- Looking back to learn from the past and recognise achievements, consider plans based on what is known now and horizon scans to base plans in context
- Consider current performance, this may include performance data against local and national indicators, self-assessment against Standards for Children in the youth justice system<sup>3</sup>, other existing improvement plans
- Identifies and understands the needs of children in the justice system within the cohort, and identifies where the priorities are to support good outcomes
- Considers key risks, issues and challenges, and plots key milestones

### Consult

- Involve input from children and families, enabling the voice of the child and user feedback and participation
- Consults with staff and volunteers, particularly regarding, improvements to service delivery and identifying learning and development needs of the workforce to support performance improvement and better outcomes

### Engage wider strategic partnerships

- Consider the, regional and national context the partnership is operating in. What is the strategy and vision of key stakeholders within which the YJ Plan will 'sit'?
- Looks for support from the sector and takes the opportunity to plan across wider areas – PCC area, CCG footprint, regional, devolved political area
- Takes on board relevant wider strategic plans, (including perhaps, Police and Crime Plan, Local authority plans (Children and Young People Plan for example), VRU/CSP/LCJB/Public Health Plans)
- Is shared with partners for feedback and amendments

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<sup>3</sup> Standards for Children in the youth justice system, can be viewed online here:  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/957697/Standards\\_for\\_children\\_in\\_youth\\_justice\\_services\\_2019.doc.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/957697/Standards_for_children_in_youth_justice_services_2019.doc.pdf)

# Content of the YJ Plan

Statute requires the production of an annual plan, the YJB also welcomes plans that cover more than one year. Where YJ plans are covering more than one year, the YJB recommend an annual refresh and updating of key information, particularly relating to available resources, governance and key achievements from the previous year.

Plans will cover both strategic and operational elements. The wider strategic picture should be captured, whilst outlining also the key business activities that will be undertaken by services to achieve wider strategic aims.

Partnerships producing a longer and more strategic plan covering a number of years, often supplement their strategic plan with a more detailed operational business plan. It can be the case that the strategic element of the YJ plan can often remain the same over a longer period of time (the YJB Strategic Plan can offer an example).

In the Crime and Disorder Act it states, the YJ Plan should set out how youth justice services in their area are to be provided and funded as well as key information about the Youth Offending Team (YOT). The plan therefore, should seek to include all services that contribute to the prevention of offending of children in their local area, as well as describing how the YOT itself operates and what functions it will carry out. This can be achieved through descriptions of operational partnership approaches across a local area, and the strategic links that underpin them.

The YJ Plan should set out the **direction and strategy of youth justice services**, describing how in particular, quality services will be provided to ensure positive outcomes for children and improvements in performance indicators, in particular:

- reducing first time entrants to the youth justice system
- reducing the use of custody
- reducing reoffending rates
- locally agreed performance indicators that evidence positive outcomes for children

The YJ Plan should describe how **leadership and governance** is set up to monitor the **quality and effectiveness** of youth justice services across your area.

Revised Standards for children in the youth justice system were implemented from 2019, and self-assessments against these standards were carried out by all local partnerships and submitted to the YJB in 2020. The planning process for your YJ Plan should align the gaps or areas for improvement your partnership has identified through the self-assessment process alongside an action plan to address any areas of improvement.

The local governance arrangements are likely to focus on the YJ Management Board or equivalent, but where appropriate descriptions of wider governance and leadership should be included.

Effective governance and leadership requires quality information being made available to all key partners. It is important to understand the needs and diversity of the local children's population, to devise and deliver appropriate individual and personalised services. The YJ Plan should contain information on the needs of children in the local area, including:

- a profile of offending by children, including a breakdown by gender, age, ethnicity, looked after status, types of offending
- how the needs of your cohort have been assessed to inform delivery decisions
- how the service demonstrates a Child First ethos and practice. In doing this you may wish to focus upon each of the four Child First tenets (outlined above) individually and consider plans to implement work within each. For example, under the first tenet, how you might plan to move away from offending behaviour programmes towards a model of working which focus on a child's individual strengths and build positive behaviours and sense of identity.

Other key information to consider in your YJ Plan should reflect your local context. We include suggestions alongside areas where we also wish to drive improvements across the system below. Understanding approaches to these also enables us to capture emerging and existing good practice, to share more widely and in support of advising Ministers.

- what the staffing of the youth justice service looks like, what the **workforce learning and development** needs are, and how they will be met
- what is known about **child criminal exploitation** in your area, and any initiatives or plans the partnership has in place to work together to address and prevent the harm arising from exploitation of children (information on serious violence should be considered as part of this)
- what is known about any groups of **over-represented children** in the youth justice system in your area, and any initiatives or plans the partnership has in place to work together to address this
- what local partnerships are doing to ensure effective services are available for **constructive resettlement** for children leaving secure estate and settling back into the community, or transitioning across to adult secure estate or community services
- what the partnership and key stakeholders regard as **effective practice** in youth justice. What aspects of their service delivery and design have contributed to, and resulted in their key achievements
- how youth partnerships hold education to account over levels of exclusion from schools/colleges, referrals to **Elective Home Education** and the provision and delivery of **EHCP's** (Education, Health and Care Plans), and how decisions are being monitored, challenged and addressed to ensure

that the actions of all education establishments are appropriate and in the best interests of children

- what local partnerships are doing to prevent children who are at risk of offending from being progressed into the formal youth justice system, and what they are doing to divert children who have offended from being escalated further through the formal youth justice system

# Suggested structure

To aid YJ partnerships in the process of production of a YJ plan, an outline structure has been suggested below:

## **Introduction, vision and strategy**

A forward or statement introducing the plan from the Chair, or a senior representative of the local authority, confirming that the plan has been developed and agreed across Youth Justice partners, works well as evidence of governance of the plan.

Having an executive summary outlining the key points in the plan, including opportunities, risks and challenges, works well. This provides a focus on key priorities going forward and key achievements from the last year.

Outlining the vision and strategy of the local partnership at the beginning of the plan, sets the overall tone of the narrative to follow, and gives a wider perspective to the detail of the rest of the plan. This offers the opportunity to develop your own child first vision that all partners are committed to and shapes activity towards achieving it.

## **Governance, leadership and partnership arrangements**

This section should provide an overview of how the partnership is meeting statutory requirements for the oversight of youth justice services. It should contain a description of the local governance arrangements for youth justice services, outlining how the youth justice management board links in with other governance boards, or groups with relevant oversight responsibilities and shared aims.

A description of the partnership arrangements at both an operational and strategic level, that contribute to support for children in the justice system. As a multi-agency partnership, youth justice services must contain specialists, or access to specialist provision for children being supervised, this includes Police, health, education, social work and probation as a minimum. A description of operational partnerships should include confirmation that this is the case, in addition to describing the workforce available to deliver statutory youth justice work.

## Resources and services

Your YJ plan will need to provide assurance that the YJB grant will be used appropriately (as described in the Terms and Condition of Grant).

In this section you are required to include details of:

- how the YJB Grant will be used
- partnership resources that contribute to the aims and expected outcomes of the plan

A description of effective and efficient use of resources should be linked to performance and outcome measures set out in the plan:

- e.g. 'we use our grant, partner contributions and available resources to deliver these services and we believe they produce the following benefits and outcomes. Our performance will be improved in 2021/22 by.....'

## Performance and priorities

This section should contain a summary of key performance targets, as a minimum describing what current performance looks like and what the partnership is aiming for in the future. Performance against the nationally measured targets should be captured in the plan. Partnerships should demonstrate an understanding in their plan of how they are performing in reducing:

- use of custody, (in both remand and sentencing)
- first time entrants (FTEs) to the criminal justice system
- reoffending

Local performance targets are encouraged, and local data to measure these targets are also welcomed as a useful way of overcoming the challenges to delays in national data.

Capturing the key priorities for the period is an important aspect of the plan. In challenging times, partnerships cannot always deliver on all they would wish to, so focusing on key priorities and stating these in your YJ plan helps to inform key actions in the business plan or improvement plan section.



## Responding to the pandemic and recovery from COVID-19

This section should follow on from the Recovery Plans submitted in 2020/21, and:

- include a summary of the ongoing challenges of delivering services during the pandemic and through to recovery, including any specific changes to ongoing service design or delivery
- describe lessons learned from delivering services since March 2020 and any specific responses to the findings from the Her Majesty's Inspectorate of Probation (HMIP) Covid19 thematic<sup>4</sup>
- review of the 2020 Recovery Plan submitted to the YJB and any actions or learning arising from that plan.

## Challenges, risks and issues

This section should include:

- An outline of current challenges, risks and issues to local YJ services
- What actions are being taken to address existing issues and challenges
- What proposed action may be needed to address potential risks should they emerge

We recognise that during this period of delivery there may be crossover between the challenges, risks and issues identified in the section above and in this section

YJ Plans should also consider a response to key findings from any relevant local inspections, HMIP thematic inspections, reviews or learning exercises that have taken place in the last 18 months including:

- Learning from any serious incident reviews reported locally
- Improvement actions from HMIP inspections, including thematics
- Improvement actions from other relevant inspections of statutory partners that may impact on YJ services

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<sup>4</sup> A thematic review of the work of youth offending services during the COVID-19 pandemic can be viewed online here: <https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2020/11/201110-A-thematic-review-of-the-work-of-youth-offending-services-during-the-COVID-19-pandemic.pdf>

YJ plans should consider a local response to key findings from:

- YJB conclusions published in early 2021 around 'Ethnic disproportionality in remand and sentencing in the youth justice system'<sup>5</sup>
- consider findings from the HMIP annual report<sup>6</sup> published in November 2020

## Service business and improvement plan

It is important during the preparation of your YJ Plan that you consider and capture detail around the following:

- What key improvements to youth justice services and outcomes for children are needed and how they will be delivered
- What benefits will be delivered and what success will look like
- What development of the workforce in 2021/22 and beyond looks like
- How the partnership will improve. What action will be taken?
- What support is needed to improve? How will Youth Justice Sector Improvement Partnership (YJSIP)<sup>7</sup> be used to improve?
- How the YJB Strategic Plan 2021-24 will influence your local plan?

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<sup>5</sup> Ethnic disproportionality in remand and sentencing in the youth justice system, can be viewed online here: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/952483/Ethnic disproportionality in remand and sentencing in the youth justice system.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/952483/Ethnic_disproportionality_in_remand_and_sentencing_in_the_youth_justice_system.pdf)

<sup>6</sup> HMIP Annual Report: Inspection of youth offending services (2019-2020), can be viewed online here: <https://www.justiceinspectors.gov.uk/hmiprobation/inspections/year2020/>

<sup>7</sup> Youth Justice Sector Improvement Partnership (YJSIP), can be viewed online here: <https://yresourcehub.uk/youth-justice-sector-improvement-partnership.html>

# Sign off, submission and approval

YJ Plans must be agreed by your partnership and signed off by the Chair of the board **before** submission to the YJB.

YJ Plans can be submitted to the YJB at any point but we request that approved plans are submitted by **30<sup>th</sup> June 2021**.

YJ Plans should be submitted by e-mailing the YJB CBU team at [CBU@yjb.gov.uk](mailto:CBU@yjb.gov.uk).

If there is wider sign off, scrutiny or governance required for your YJ plan taking place after the 30<sup>th</sup> June, your plan can be submitted as long as the management board Chair has approved the plan. The 'sign off' by the Chair is an indication that the wider management board have approved the submitted plan.

The Heads of Innovation and Engagement covering your region/Wales are available to review and consult on locally approved plans. Should feedback from the Heads of Region/Wales be sought, we advise consultation on a draft version take place as early as possible and before formal submission.

The YJB regards the plan as a public document and will make your plans or its content available to anyone making a reasonable request. We would also encourage you to consider making your plans available online.

The YJB recommends that you consider the production of a summary version for the general public and a simplified and accessible version for children.

While the YJB provides grant to local areas, it is neither a signatory to the plan nor directly responsible for its contents. Consequently, neither the YJB nor the Ministry of Justice logo should appear on the document.

# Annex A – Summary outline of grant compliances

The below replicates Annex 3 within the YOT Grant Terms and Conditions. Grant payment is made to the Local Authority as one lump sum when all the compliances set out below have been met. Payment will be made on condition that the following information will be provided by the timescale indicated. A failure to provide this information could result in the YJB on behalf of the Secretary of State for Justice requiring that the grant payment be returned.

31 May 2021	Submission of the signed audit certificate for the previous year's 2020/21 Youth Justice Grant	Send to: <a href="mailto:YJBGrants@yjb.gov.uk">YJBGrants@yjb.gov.uk</a>
30 June 2021	Youth Justice Plan	Send to: <a href="mailto:CBU@yjb.gov.uk">CBU@yjb.gov.uk</a> copied to your relevant Head of Region or Wales
30 June 2021	Submission of a signed agreement of Conditions of Grant (e-signatures are now acceptable) – an email submission to the YJB must be copied to other signatories and state explicitly that the other signatories have agreed to conditions.	Send to: <a href="mailto:YJBGrants@yjb.gov.uk">YJBGrants@yjb.gov.uk</a>
31 July 2021	Submission of the planned overall income and workforce data for the YOT through YJ application framework	Contact: <a href="mailto:InformationandAnalysis@yjb.gov.uk">InformationandAnalysis@yjb.gov.uk</a>
As per Data Recording Requirements (DRR) <sup>8</sup>	Submission of quarterly YOT case management and AssetPlus data via Connectivity	Contact: <a href="mailto:InformationandAnalysis@yjb.gov.uk">InformationandAnalysis@yjb.gov.uk</a>
31 May 2022	Submission of the signed audit certificate for this year's 2021/22 grant	Send to: <a href="mailto:YJBGrants@yjb.gov.uk">YJBGrants@yjb.gov.uk</a>

If YOTs are experiencing delay/difficulties with any of the above, contact with their relevant Head of Region/Wales is essential.

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<sup>8</sup> Data Recording Requirements, can be viewed online here:  
<https://yiresourcehub.uk/data/item/669-data-recording-requirements-for-youth-offending-teams-april-2021-to-march-2022.html>



# YOUTH JUSTICE PLAN 2021 - 2023

<b>Service</b>	<b>Vale of Glamorgan Youth Offending Service</b>
<b>YOS Manager</b>	<b>Paula Barnett</b>
<b>Date signed off by Management Board</b>	<b>January 2021</b> Updated July 2021

## **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**

Since the start of the covid-19 pandemic, the Youth Offending Service, which sits within Childrens and Young People' Services within the Vale of Glamorgan has been operating in line with the Welsh Government guidance for Children's Services, which has fluctuated between operating at a RED or AMBER status. This has resulted in the Youth Offending Service adapting its operating model from delivering direct face to face assessments and interventions to children, families, victims of youth crime, to practitioners working from home; undertaking the majority of assessment and interventions via remote methods and only undertaking a two stage risk assessment process to deliver direct face to face assessments and interventions where the risks and/or needs identify the necessity to do so.

The Youth Offending Service (YOS), which has been identified as a critical public service, 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. At the start of the pandemic, delivery of preventative services moved entirely to remote options. This position has changed in line with the changing Welsh Government guidance and children and families are seen face to face where the need is identified.

The YOS also delivers early interventions known as Youth Restorative Disposals alongside Media Academy Cardiff 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. Youth Restorative Disposals are the lowest form of diversionary disposal within the Out of Court Disposal Framework and can be delivered solely by South Wales Police without intervention.

Under normal circumstances this partnership provides an intervention, in order to ensure that children receive the right support as early as possible to reduce the risk of them re-entering the Youth Justice System. Since the start of the pandemic, a decision was taken by South Wales Police to only deliver Youth Restorative Disposal via telephone rather than engage in a restorative Neighbourhood Resolutions Meeting involving the child, their parent(s) victims and professionals to discuss the offending behaviour and agree an intervention plan to reduce the risk of further offending. This decision was made to reduce the risk of the spread of the virus and to protect limited resources and continues in place unless there are exceptional circumstances.

The Youth Offending Service with South Wales Police, also delivers all Youth Cautions and Conditional Cautions and although at the start of the pandemic, again these disposals were initially put on hold, or delivered remotely via telephone, the model has been adapted to deliver a part physical, part virtual model dependant on the alert level and restrictions in operation at the time.

It is important to note that prevention and early intervention now make up approximately 50% of the YOS caseload. The Youth Offending Service as part of its contingency and recovery planning from the pandemic has identified concern that children could be escalated within the Youth Justice System, as they have not had an opportunity to engage fully in interventions at the earliest possible stage.

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. Children and young people involved with the Youth Offending Service have a complex set of needs as highlighted within the Profile of YOS Cohort attached at Appendix A.

Delivery of assessments and interventions to children within the Court system has also been impacted by the pandemic. Children who have been assessed as high risk continue to be prioritised. Managers and practitioners are discussing and agreeing a two stage risk assessment process in order to decide whether or not, children should be seen face to face for assessments and interventions to be delivered. As restrictions have eased within the community, the level of face to face contact has increased or decreased dependent on need and assessed risk. The YOS needs to manage the expectations of the Court and other stakeholders during the pandemic as we are not currently operating under normal circumstances. If large numbers of children are seen to be re-offending there would be concern that the Courts and other stakeholders may lose confidence in lower

level community sentences and impose more stringent Court Orders and/or custodial sentences on children which has a negative impact on their longer term future, as well as an impact on YOS resources.

In order to achieve the aims of the service and to divert children 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.

The YOS has been required, along with partner agencies to adapt their working methods to part physical and part virtual to continue to meet children's' identified needs and enable them to access mainstream services.

## **Corporate Landscape**

The Vale of Glamorgan Well Being Plan 2018 – 2021 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 was 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 five year period. By tackling poverty, adverse childhood experiences and promoting well-being, the PSB aimed to improve outcomes for children and adults across the Vale. The actions detailed in the plan formed 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 cuts across all objectives and age groups. As a result of discussions with The Children's Commissioner for Wales, the PSB piloted some work with the Commissioner's office around embedding children's rights across the work of the PSB. This helps 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 outlined 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 planned to publish a new Corporate Plan in April 2020. The Plan was to continue to detail what the Council will do to achieve its vision of Strong Communities with a Bright Future but also to 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.

Both the Well-Being Plan and the Council's Corporate Plan have been delayed, as the Council has been required to work extensively with Welsh Government and its partner agencies to meet demands associated with the pandemic in the short, medium and longer term. The Council's Senior Leadership Team is also examining the lessons learnt as a result of the pandemic to consider how future services will be delivered.

The Council is also consulting with residents, businesses and practitioners on local priorities to ensure these are reflected within its Well-being Objectives. 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 remain in place until new plans are developed and 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 B 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. The collaboration agenda has increased since the start of the pandemic and will be important in thinking about how future services are delivered using lessons learnt. Existing collaboration activities included, 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 completing 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 Welsh Government has now developed a Blueprint for Youth Justice which emphasises the need for prevention, early intervention, the roll out of trauma informed practice, developing a national approach to enhanced case management which seeks to address the impact of adverse childhood experiences, align the Women Against Violence, Domestic Abuse and Sexual Violence (Wales) Act 2015 to benefit children who have witnessed or experienced domestic abuse or sexual violence, reduce the use of custody, where custodial sentence is used, ensure children are placed within Wales and that all secure establishments use a trauma informed approach. Where children are resettling from custody and/or transitioning to adult services such as, Probation Service, Health, Substance Misuse etc, there will be an emphasis on co-created, customised, co-ordinated response from all services.

Focusing on learning from lessons during the pandemic, there will also be a need to tackle the negative outcomes for families in lower socio-economic areas, which include overcrowding, reduced access to outside areas, increased possibility of adults in jobs which involve contact with others with minimal protection, such as food retail, food processing, as well as the digital divide. Evidence from HM Inspectorate of Probation reports indicates that some children involved with the YOS have a lack of access to digital equipment such as smartphones, tablets, internet provision as their families cannot afford to provide the equipment or the cost of the internet. Children can also suffer, whether from a lower socio-economic area or not, if their parents/carers do not have the capability or capacity to support them with home learning. Children are likely to experience a gap in attainment in education both in the short and longer term as a result. HM Inspectorate of Probation state in their thematic report exploring the work of Youth Offending Services during the pandemic that the impact of the pandemic on children and families' welling and emotional health could be considered as an adverse childhood experience in its own right.

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. Access to these services have been impacted by the pandemic and it will be important to ensure that they are adopted/restored in line with the changing level of restrictions.

Collaboration continues to take place in relation to youth justice services, although mostly using virtual methods. This collaboration includes with 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. South Wales Police have also restructured their Basic Command Units during 2020 and now cover Cardiff and the Vale of Glamorgan. 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. During 2020, all statutory partners continued to contribute to the YOS and the level of grant funding provided by Welsh Government and the Police and Crime Commissioner remained the same.

Welsh Government continues to provide the Promoting Positive Engagement Fund which focuses on the priorities set out in the Welsh Government/YJB Strategy, “Children and Young People First”. This funding now sits within the Children and Communities Grant. The emphasis of the Promoting Positive Engagement Fund 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 is aware through meeting with its officials and YOS Managers Cymru of the impact of the pandemic on how services are being adapted and delivered by Youth Offending Services. The Youth Justice Board has also published a report highlighting the work of Youth Offending Services during the pandemic.

The YOS utilises the funding to continue the YOS Prevention Service, a Restorative Interventions and Victim Engagement Officer linked to diversion activities. The YOS with the Learning and Skills Directorate introduced the role of a YOS Youth Mentor during 2019 to support children and young people to access and maintain education, training or employment opportunities. A review and evaluation of this role is taking place to ensure that it is not duplicating existing provision, such as Aspire to Achieve/Work and to measure its effectiveness.

To prevent justice by geography, Cardiff Council commission Cardiff Media Academy, a third sector organisation to deliver diversion Youth Restorative Disposals as part of the Out of Court Disposals Framework. The Vale of Glamorgan YOS funds a single post to also deliver this service.

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 2010, this grant has either reduced or remained fairly static. However in the last year, the YJB has sought to confirm funding earlier in the year; to make additional savings on central services and pilot pathfinder YOS regarding specific themes, and/or provide a small uplift in YOS grants. As a result the YOS was notified that the level of grant it would receive has increased by 2% to £144,842 by April 2020. The YOS also received an additional payment of £1,805 in December 2020. Although this additional funding does not equate to the level of funding lost, it is still welcomed as supports the YOS in being able to upgrade technology used by practitioners to deliver services to children, families and victims.

The overall YOS budget amounted to £1,287,467 in 2021/22 with the YJB now making up only 12% of the budget. The Local Authority is the largest contributor to the YOS Budget. At this stage in the year, it is difficult to determine the impact that the pandemic will have on the Local Authority; partner agencies or grant funders to sustain the level of current commitment to the YOS.

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 resulted in a cost to the Local Authority's Children and Young People's Services of £145,933. The Crime and Disorder Act 1998 places a duty on Local Authorities and their statutory partners to contribute to the cost of providing Youth Justice Services to the extent required in the local area. If any one of the contributors to the YOS were to reduce funding due to a lack of confidence in the YOS to address concerns re involvement in anti social behaviour and/or offending, this would have a negative impact on outcomes for children and the level of services the YOS is able to provide. Attached at Appendix C is a table outlining the Partner Contributions to the YOS Partnership Pooled Budget for 2021/22..

## **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. During 2019 and 2020, there were a number of partnership and other vacancies within the YOS. These included a vacant Nurse Post, Substance Misuse Tier 2 post, Probation Officer, Victim Officer, changeover of Police Officer; a Performance Assistant vacancy and a vacant Practitioner Manager post reducing management capacity within the service.

Delays were experienced in recruitment to the Health post as a result of a review of the post and changes from a physical health role to a Nurse Therapist able to address emotional and mental health. The UHB now provides a monthly consultation session from a SCAMHS Nurse and Consultant, who is undertaking the role of the Mental Health Advisor and can access CAMHS Tier 3 Forensic Services. The UHB also provide a Tier 2 Substance Misuse Worker and access to the Tier 3, Young People's Drug and Alcohol Service (YPDAS)

HMPPS initially identified a replacement Probation Officer in April 2020 following the departure of the existing officer in February 2020. Unfortunately, however the person identified decided to accept a role elsewhere and no replacement was identified until October 2020. This resulted in a YOS having a gap in provision for 7 months which negatively impacted on the capacity of the case management team within which this post sits. This post continues to be supported by a cash contribution to the YOS of £5,000.

South Wales Police continue to work in partnership with the YOS providing a seconded Police Officer and a cash contribution to support this role. The Police Officer role changed hands in September 2020 with a new officer coming into post. Fortunately for the YOS, there was no gap between the existing officer leaving and the new officer commencing. After initially ceasing to deliver Out of Court Disposals at the start of the pandemic, South Wales Police have worked with the YOS and supported the adaption and reinstatement of delivery of the out of court disposals framework. South Wales Police also work 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 during the pandemic are being administered either through virtual methods or within part physical and part virtual Neighbourhood Resolution Panels.

Changes introduced by the Police and Crime Act 2015 makes a presumption in favour of releasing without bail and bail only being imposed when necessary and proportionate has 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. As a result, the YOS is not always aware of these children until we received notification that they are appearing in Court. Although the Court initially ceased operations at the start of the pandemic, staggered listings have now been reinstated and the YOS has been provided with re-assurance from HMCTS that there is currently no backlog of Youth Cases. However the YOS does not have an indication of whether there is any backlog of cases under investigation by South Wales Police which may generate additional workload.

The YOS continues to provide an Appropriate Adult service to those children who require this within Police Custody Suites. At the start of the pandemic, due to concerns regarding the spread of the virus attempts were made to deliver this service remotely, via telephone. However, this delivery method, is not good practice and does not allow for a thorough identification of children's vulnerabilities or YOS practitioners to ensure that children fully understand the procedures and potential implications and outcomes. Prior to the pandemic, the YOS utilised volunteers to undertake the role of Appropriate Adults both during working hour and outside of hours. However, since the start of the pandemic, all volunteers have withdrawn from this activity due to concerns regarding their own health and safety. This has increased the burden on YOS practitioners to provide this service. As the Local Authority has a duty to provide an Appropriate Adult Service 365 days of the year, the YOS Manager worked closely with the Chief Inspector of South Wales Police Custody Suites to put in place working practice arrangements informed by risk assessment and guidance for practitioners to enable these services to be delivered. The guidance issued is being updated as and when required based on the changing circumstances and lessons learnt in order to reduce risks.

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 YOS has continued to provide preventative and victim services funded by the Police and Crime Commissioner via virtual and part physical methods.

The Police and Crime Commissioner in association with Public Health Wales and the YJB provided additional resources to pilot an enhanced case management model based on the trauma recovery model. This pilot ended in October 2018, and a decision has been made by Welsh Government to incorporate the model into the Youth Justice Blueprint for Wales and we await further information in relation to how this model will be funded and operate in the future.

During 2019/20, based on evidence from the Lord Laming review "in Care and Out of Trouble", working with Children and Young People's Services, South Wales Police and other partners, including residential providers, the YOS used part of the funding from the Welsh Government, Promoting Positive Engagement fund to develop restorative approaches for residential providers, foster cares and others to reduce the number of

children looked after being criminalised. A training programme for supervising social workers, foster carers commenced in May 2019 with the aim that residential providers would also benefit from the training. Unfortunately this training has had to be postponed as a direct result of the pandemic. The YOS is currently liaising with the providers of the restorative approaches training to explore whether this could be adapted to be delivered remotely or not, as restorative approaches requires the interaction of people, which presents a challenge when the virus continues to spread via this method of contact. The long term aim is that this project will also involve the YOS Police Officer and the Victim Officer providing support to looked after settings to deal with issues restoratively rather than criminalising children.

Performance in relation to Education, Training and Employment (ETE) was identified as a priority for the YOS Management Board and an action plan developed based on the recommendations made within the Estyn Report “The quality of education and training for young people engaged with Youth Offending Teams” dated September 2018. Unfortunately, the work associated with this plan has not progressed, as the result of the long term absence of the YOS Manager during 2019 and the onset of the pandemic.

The Local Authority Learning and Skills Directorate continues to provide a part time YOS Education Welfare Officer, who is focusing on identifying/sustaining educational placements and flagging up attendance issues as well as providing YOS performance information. Arrangements have been made with Careers Wales to continue to provide face to face or virtual engagement with YOS clients in the community via their core services. The YOS has also sought support through the ESF funded Inspire to Achieve/Work employees. The Learning and Skills Directorate and the YOS have appointed a YOS Youth Mentor through the use of grant funding to support children and young people pre and post 16 to access education, training and employment opportunities. The work of all the above services have been directly impacted by the pandemic, the closure of schools, the introduction of on line learning, the fact that children known to the YOS are not currently identified as within the “vulnerable children” category for access to school provision, even though they could be deemed as children in need of care and support. Performance information in relation to education attendance and attainment is also likely to be impacted by the continual changing models of delivery by education. This is an area of work, the YOS Management Board will need to review as part of the improvement plan from the National Standards audit.

The introduction of the Additional Learning Needs Act places additional duties on the Learning and Skills 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 has implemented 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.

Welsh Government which has devolved responsibility for Social Services, Health, Education in Wales, but not Policing or Justice has launched 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.

Currently there are a number of risks facing Youth Offending Services associated with all the uncertainty and the likely introduction of austerity measures to address the economic impact of the pandemic. If funding for the YOS were to be reduced 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 HM Inspectorate of Probation Annual Report of Youth Justice Service Inspections published in November 2020 made a statement about children accessing preventative services via the YOS, which states “a policy of radical non-interventionism” to avoid children being labelled as offenders, may result in them not accessing practical services to address their underlying needs and could be seen as “benign neglect” if these children are not accessing services elsewhere. The inspectorate also highlighted the fact that a number of children who do enter the Youth Justice Service for the first time do so with more serious offences, which could suggest that children are not receiving access to the preventative services they require.

In addition to the above, the YOS has faced a number of challenges, including managing remotely during the pandemic, completing risk assessments and developing additional guidance for practitioners to reduce the risks associated with the virus to everyone using the service, all of which has been hindered by limited management capacity and practitioner vacancies. Since December 2019, there has been a vacancy within the YOS Practitioner Manager – Case Management Team, which has resulted in the YOS Manager and the Practitioner Manager for Prevention



and Resources having to supervise all the YOS practitioners, to focus on YOS statutory operational functions; ensuring the safety of the service and quality assurance oversight of practice. Recruitment of seconded practitioners and other vacancies has also presented a challenge, with this initially having to be put on hold creating an additional burden on the remaining staff in providing duties and other services. Recruitment was then undertaken by virtual methods which also included inducting new practitioners and adapting training packages to virtual delivery methods. One opportunity identified as a result of the pandemic is that for some posts the volume and quality of people applying has increased; although this has not been the case with the Practitioner Manager post which continues to have an impact on the remaining managers. The YOS is currently using part time agency capacity to undertake some quality assurance work to reduce the demand on managers.

In addition the YOS has experienced a deficit in the number of volunteers available to carry out functions such as the role of Appropriate Adult, Referral Order Youth Offender Community Panel Members and Panel Members for Neighbourhood Resolution Panel meetings. This deficit of volunteers impacts on the YOS' ability to deliver effectively restorative meetings for all OOCs. Although work is taking place to adapt training programmes; complete recruitment and training already commenced, this again creates demands on the Practitioner Manager for Prevention and Resources who leads within this area.

The impact of the pandemic has also affected the capacity of YOS statutory partners; members of the YOS Management Board and the YOS Management Team to take forward areas for improvement identified through the National Standards Audit completed in April 2020 and benchmarking exercises against other areas inspection reports. It is likely that the changing nature of the pandemic and the tightened and loosening of restrictions associated with this and its longer term impact will also have a negative consequence in relation to progressing improvements identified as services are unable to return to how delivered previously.

## **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

## **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)

## **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

## **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	Maintain partners commitment to resource YOS; 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	Reinforcement of need for funding to be ring fenced linked to prevention and diversion to avoid dilution of grant linked to ability to use Children and Communities Grant more flexibly	4	4
FMR3	Reduction in Youth Justice Grant funding based on Government spending review and economic impact of pandemic	Advocate for continued funding of Youth Justice Services; Careful oversight and planning of budget allocations from all sources	2	4
FMR4	Youth Justice Blueprint recommendations changes to how and who delivers Youth Justice services	Careful planning for any reduction and/or transfer of services to alternative providers	3	4
FMR5	Partners contributions to YOS reduces due to financial austerity; future direction of Youth Justice and economic impact of pandemic	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	01/04/21	30/09/21	In progress
FM 2	Consider external funding streams that meet priorities within service area need	Increased budget to deliver services	M	PB	01/04/21	31/03/22	
FM 3	Forward planning for continuation of Promoting Positive Engagement grant	Continuation of prevention and diversion services	H	PB	01/04/21	31/03/22	In progress via participation in Children and Communities Grant Programme Project Group meetings
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	01/02/21	31/03/22	In progress, information being collated re structure of YOS in other LA areas for comparisons
FM 5	Partners understand the level of service and resources required	YOS sufficiently resourced	H	YOS MB	01/04/21	31/03/22	
FM 6	YOS budget monitored on a monthly basis	Ability to meet financial commitment and balance budget	M	PB	01/04/21	31/03/22	In progress
FM 7	Cost of remand placements monitored and reported	Awareness of resource implications	M	PB	01/04/21	31/03/22	

## 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; capacity issues during period of uncertainty and linked to COVID-19 pandemic, changes to operating model and remote delivery of services	Maintain open and honest communication of potential changes within Youth Justice system and their likely impact  Work with partner agencies to ensure robust risk assessments in place to reduce risk of spread of virus	2	4
PMR 2	Reduced staffing levels due to shielding/health issues; vacancies; potential burn out of practitioners covering out of hours services i.e. provision of AA and Court duties; reduced management capacity	Support wellbeing and emotional health of practitioners whilst working remotely; completion of appropriate risk assessments; exploring alternative methods of delivery	3	4
PMR 3	Reduction in level/number of partnership staff as result of pandemic; collaboration agenda, changes in statutory duties, austerity measures following pandemic, 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 4	Insufficient capacity within case management team to meet identified need if workload associated with statutory cases increases due to effectiveness of preventative services during pandemic and/or removal of preventative services	Represent/negotiate YOS interests, utilise YOS Management Board to support adequate resourcing	3	4
PMR 5	Insufficient management capacity to ensure implement improvements required following outcome of NS audit, quality oversight of practice and risk management arrangements	Review structure of YOS to ensure fit for purpose longer term; undertake recruitment to post(s) identified to support effective management oversight of practice	3	4

PMR 6	Stability of workforce; potential retirement of more experienced members of the team; lack of resilience in single occupancy posts	Workforce planning strategy to be developed incorporating succession planning and development of management tier	3	4
PMR 7	Costs associated with delivering services during the pandemic and austerity measures impact on capacity of Local Authority to sustain level of Youth Justice provision	Participate in any 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 any potential changes in Youth Justice system and the likely impact to all practitioners	Retention of practitioners longer term	H	YOS MT	31/03/20	31/03/22	
PM2	Monitor impact of pandemic on practitioner wellbeing and emotional health; workload and methods of delivery	Service continues to operate based on level of restrictions in force at specific time	H	YOS MT	31/03/20	31/03/22	Information re wellbeing resources circulated to practitioners; impact of pandemic monitored through supervision; practitioners consulted regarding potential recovery planning
PM3	Monitor availability of seconded partnership provision, evidence any gaps in service	Sufficient capacity to meet identified need.	H	PB	01/04/21	31/03/22	Seconded practitioners continue to undertake face to face and/or virtual meetings with children, no seconded practitioners currently working from YOS building

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
PM4	Review capacity within team taking into account workload, expectations of duty/Court cover etc	Sufficient staffing levels available to meet demand	H	YOS MT	01/02/21	31/03/22	In progress, information being collated re structure of YOS in other LA areas for comparisons
PM5	Further develop quality assurance framework in line with ASSETPlus and impact of virtual assessments/ interventions	Audit will identify workforce development needs	M	YOS MT	01/04/21	31/03/22	
PM6	Identify how staff can participate proactively in continuous service improvements	All staff are aware of quality standards and able to implement	M	YOS MT	01/02/21	31/03/22	
PM7	Review structure of YOS across tiers including management tier and single occupancy posts	Structure enables effective management oversight of practice; an increase in resilience within the team	H	PB	01/02/21	31/03/22	In progress, information being collated re structure of YOS in other LA areas for comparisons
PM8	Refresh YOS Workforce Development Plan incorporating management; succession training planning and upskilling practitioners re use of remote technology	Staff effectively trained to meet the future needs of the service	H	PB	01/02/21	31/03/22	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
PM9	Recruit and train volunteers across service areas within the YOS with particular focus on AA duties and facilitation of restorative approaches	Sufficient volunteers available to deliver services	M	CD/MR SF/ JE	01/09/21	31/03/22	Volunteer training completed July 2021, additional volunteers available to cover AA and restorative meetings. Volunteer training will be placed on hold during remainder of 2021.
PM10	Undertake observations of staff practices as part of management oversight of quality	Staff are trained effectively to undertake areas of work	M	YOS MT	01/09/21	31/03/22	

**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	Children and families disengage with remote methods of assessment and interventions during periods of increased restrictions; increase in offending as children fail to engage with interventions	Risk assessment process utilised to identify barriers to engagement and explore face to face opportunities	3	4
SER.3	Over-representation of specific groups within Youth	Monitor diversity and disproportionality	2	3



	Justice Services	within the YJS		
SER 4	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; SLC; how to tailor interventions based on need	2	4
SER 5	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
SER 6	Reduction in community confidence in YJS as a result of reduced victim engagement with restorative approaches	Proactive offer made to victims via physical/remote methods of contact to support their engagement in restorative approaches as appropriate during restrictions imposed by pandemic	3	4

Actions to this objective

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
SE1	Analysis effectiveness of children's engagement with remote delivery methods and their impact on outcomes	Blended approach to delivery methods established to meet identified needs	H	YOS MT	31/03/20	31/03/22	
SE2	Utilise prevention and re-offending analysis to inform service delivery, impact of reduced face to face contact during the pandemic	Services developed to meet the needs of the local population	H	YOS MT	01/02/21	31/03/22	
SE3	Utilise data from variety of sources, including breach	Increased understanding of future	M	PB/CD/ GW	01/02/21	31/03/22	In progress, analysis of performance information for reporting has

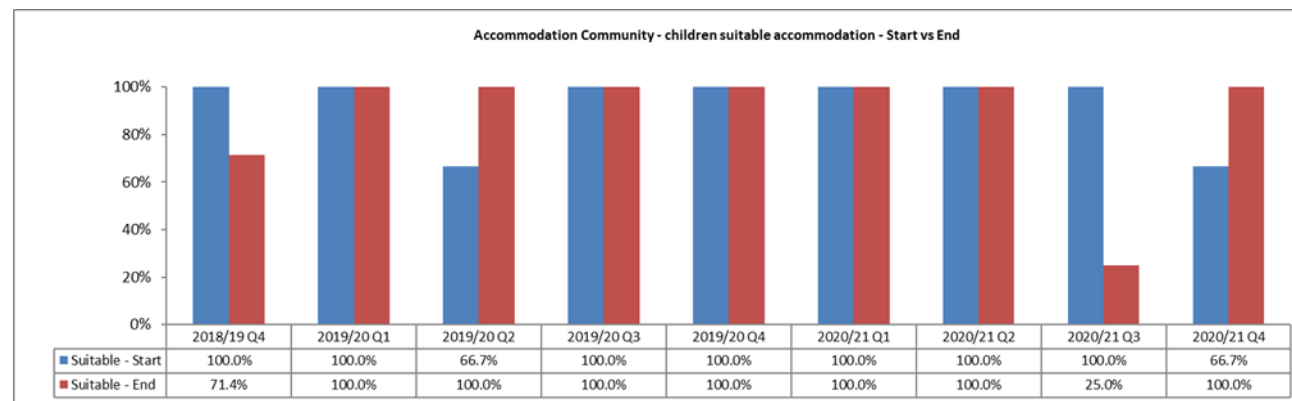
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	outcomes to inform service development	demands					identified potential disproportionality which will require further analysis
SE4	Revisit Assetplus training with focus on ACEs and trauma, SLC, themes identified in quality assurance	Good quality assessments inform appropriate interventions	M	YOS MT	01/04/21	31/03/22	In progress, quick tips re sections of assessment identified as part of quality assurance circulated to practitioners
SE5	Undertake consultation regarding effectiveness of delivery of interventions by physical and remote options across all service areas within the YOS	Increased engagement of service users	M	YOS MT	01/09/21	31/03/22	
SE6	Utilise service users feedback to implement service improvements	Services designed to meet need	M	YOS MT	01/02/21	31/03/22	
SE7	Undertake consultation to examine effectiveness of partnership working	Improved partnership working, working relationships and shared objectives	M	YOS MT	01/04/21	31/03/22	
SE8	Proactive offer made to victims of youth crime re engagement in restorative options by range of methods	Compliance with Victim's Code of Practice	H	CD/SF/ JE	31/03/20	31/03/22	Review of Victim Code of Practice completed and changes to YOS documentation undertaken; risk assessment completed to support victim engagement and safety measures; victims offered access to semi virtual restorative meetings but not yet taken up

## 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**

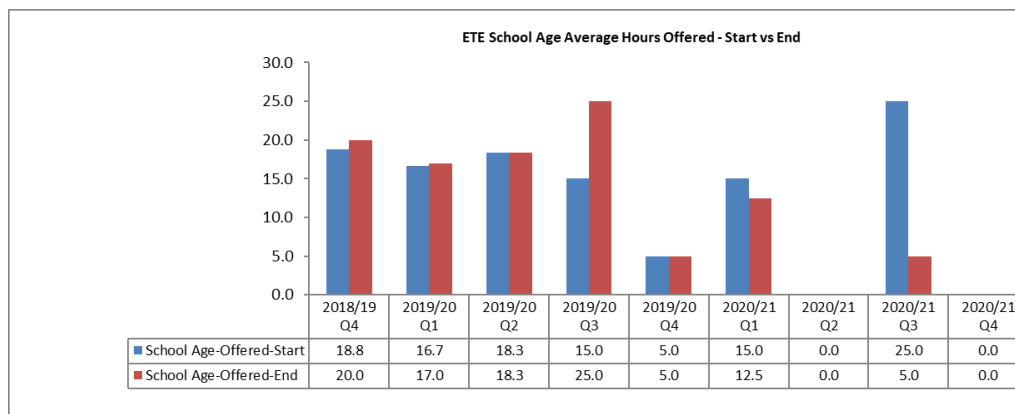
**Performance : Year 2020/21 : Accommodation**

	VoG	Wales	S.Wales
<b>Suitable Accommodation at the Start</b>	11	371	155
<b>Suitable Accommodation at the End</b>	9	365	152
<b>Percentage Change Start/End</b>	-18%	-1.6	-2.6

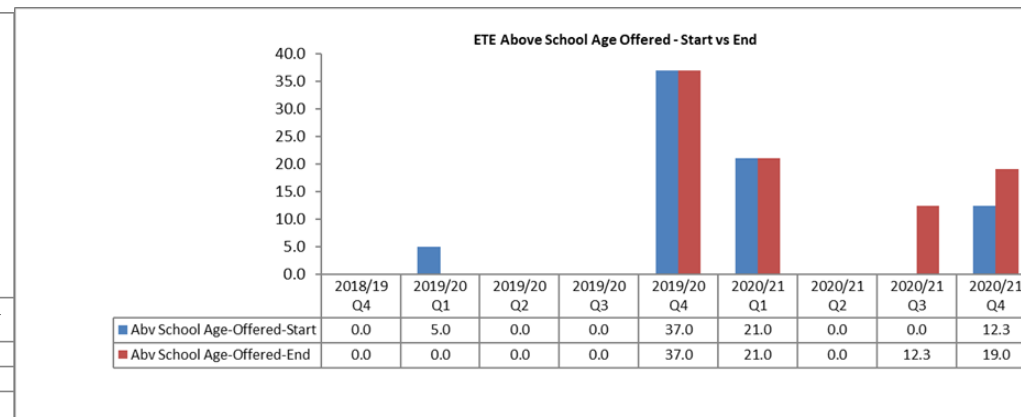


# Education Training and Employment

## Statutory School Age



## Above Statutory School Age



	Average No. of hrs ETE offered at start	Average No. of hrs ETE attended at start	Average No. of hrs ETE offered at review	Average No. of hrs ETE attended at review	Average No. of hrs ETE offered at end	Average No. of hrs ETE attended at end		Average No. of hrs ETE offered at start	Average No. of hrs ETE attended at start	Average No. of hrs ETE offered at review	Average No. of hrs ETE attended at review	Average No. of hrs ETE offered at end	Average No. of hrs ETE attended at end
Vale of Glamorgan	13.8	11.3	8.8	5	7.5	1.3	Vale of Glamorgan	5.3	5.3	7.1	7.1	13.8	13.8
South Wales	17.3	10.8	14.9	11.3	15.2	10.9	South Wales	10.6	9.7	9.7	9.2	13.7	13.2
Wales	18	12.6	16.7	13	17.2	13.2	Wales	11.9	9.7	11.5	9.6	14.2	12.5

\*If there is no data in the quarter – there were no young people who finished their interventions within the period that met the reporting criteria or the young person was not receiving a provision at the point of reporting.

Actions to this objective (Actions identified extracted from Benchmarking Report and NS Audit Findings)

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
APIS1	Review capacity for effective management/peer oversight of quality assurance	All medium/high risk assessments are quality assured  Where capacity allows random quality assurance of low risk assessments completed	H	YOS MT/GW	01/02/21	31/02/22	Temporary Quality Assurance Practitioner appointed to enhance capacity for quality assurance activity
APIS2	Initial, review and closure assessments are completed within timescales for all YOS active cases, i.e. Prevention, Diversion and Court Orders	Intervention planning and sequencing are informed by quality assessments	H	YOS MT/GW/ Case Management Practitioners	01/02/21	31/02/22	
APIS3	Children and parents are proactively offered opportunity to complete self assessment forms as part of assessment processes	Service users views feed into assessments and intervention planning	H	YOS MT/GW/ Case Management Practitioners	01/02/21	31/02/22	Task and finish group set up to review self assessment forms for children and parents to support increased completion and value
APIS4	Covid-19 risk assessment tool utilised	Defensible decision making recorded re	H	YOS MT/Case	01/05/20	31/03/22	Completed and on going

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	to determine whether face to face or remote/virtual assessment and intervention programmes delivered	delivery model based on prevailing spread of covid-19 virus and risks to all parties involved		Management Practitioners			
APIS5	Implement Assetplus workshops based on themes identified within quality assurance processes	Good quality assessments inform intervention planning	M	YOS MT	01/09/2021	30/09/22	
APIS6	Review Quality Assurance Framework document and re-circulate to practitioners	Increased awareness and understanding of expectations re quality of practice and management oversight	M	YOS MT	01/09/2021	30/09/22	
APIS7	Assessments to reflect detailed analysis of risks; needs of children and factors supporting desistance	Effective risk management and planning, reduction in re-offending	M	YOS MT	01/09/2021	31/03/2023	
APIS8	Impact of offence on victims evidenced within assessments	Victims supported to engage in restorative approaches and appropriate safety planning in place	M	YOS MT	01/09/2021	31/03/2023	Ongoing - All victims views are sought for sentencing and planning of all disposals/orders and an active offer made to victims in relation to direct and indirect reparation. Where victims do not feel able

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
							to participate, signposting information provided for ongoing support. Victim Officer offer support to attend or engage with restorative meetings, and where possible, semi-virtual options explored to adhere to covid guidance
APIS9	Intervention and exit planning to be explicit and evidence co-ordination with other agencies plans	Multi agency planning identifies lead for specific areas, is sequenced, avoids duplication and continues support after justice	M	YOS MT	01/09/2021	31/03/2023	
APIS10	Refresh induction pack for children and families to reflect expectations of behaviour and levels of engagement; outlining how services will be delivered during pandemic	Children and parents understand and engage with expectations of interventions/Order	M	YOS MT	01/09/2021	31/03/2023	
APIS11	Review Care Taking Policy to ensure outlines sufficiently requirements prior to acceptance of	Transfer in cases evidence compliance with National Standards	M	YOS MT	01/09/2021	30/09/22	

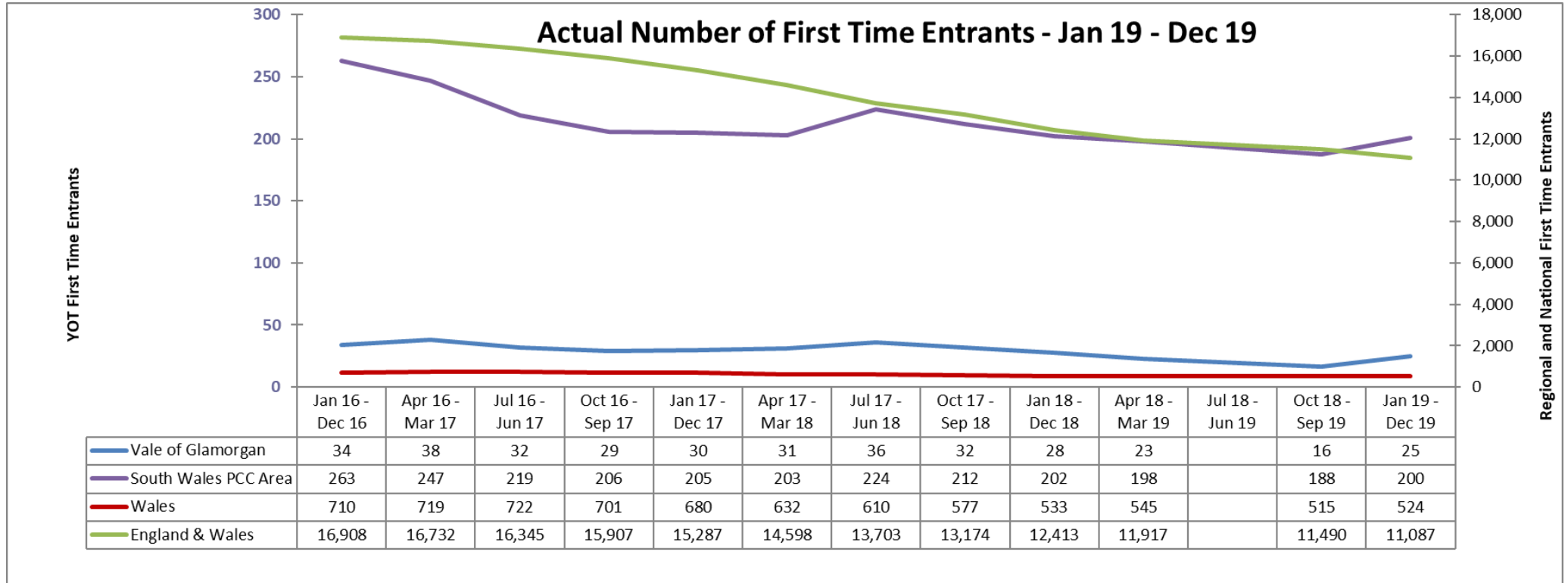
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	cases						
APIS12	Refresh Case Recording Guidance to reflect statutory and non statutory appointments, breach recording etc.	YOS Practitioners have clear understanding of expectations  Case recordings consistent and evidence work undertaken	M	YOS MT	01/02/21	31/01/22	In progress
APIS13	Ensure adequate specialist provision is in place to support young people with specific needs in YOS, including access to covid secure assessed meeting rooms	Health services across the tiers available within the YOS	H	PB/RW, Health Manager	01/11/20	31/03/21	Completed and on going, mental health and substance misuse nurses and workers available to meet face to face with children and young people in covid secure locations and outside; access to wider health services under review
APIS14	Participate in ETE Key Professionals Meetings re level of provision available	Children access 25 hours of provision	H	YOS MT	01/01/21	31/03/22	In progress, members of YOS Management Team attending SEMP and monthly ETE meetings taking place
APIS15	Work collaboratively with ETE Professionals to reduce risk of exclusions, reduced timetables etc	Children achieve their full potential through engagement in ETE	H	YOS MT/CMs	01/01/21	31/03/22	In progress as above, in addition YOS case managers will be invited to Pastoral Support Plan Review meetings Pastoral Support Plan training also offered to all practitioners.



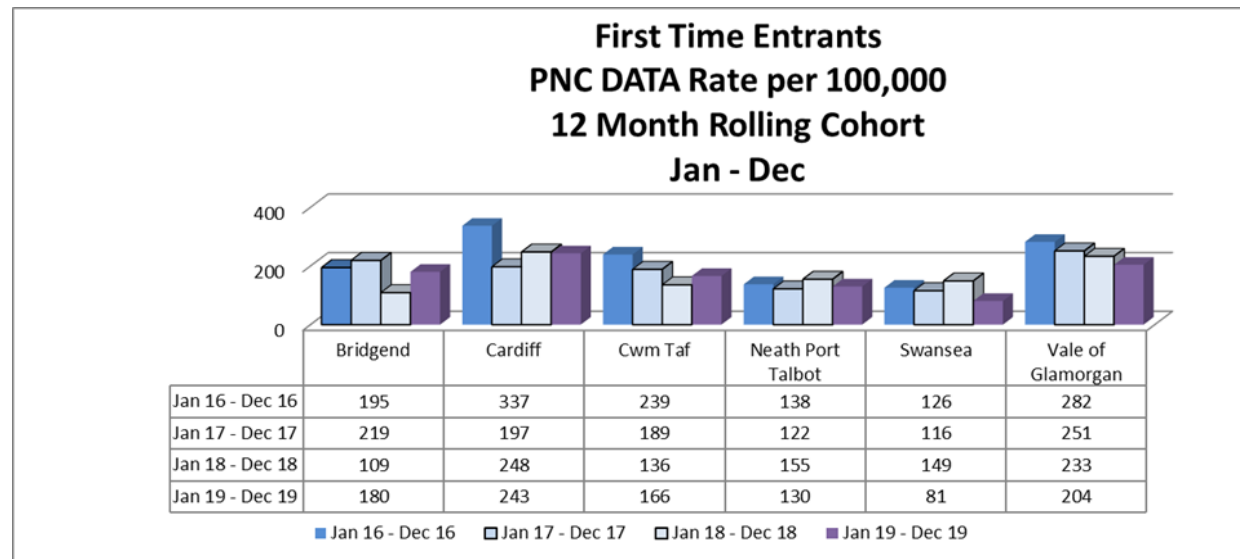
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
APIS16	Engage with Careers Wales to identify provision/services available for post 16 education	Memorandum of Understanding re delivery of services established	M	YOS MT	01/01/21	30/09/21	Completed, MOU signed and shared with Board. Careers Wales attended YOS Team meeting in June 2021 to promote access to services
APIS17	Establish links with Housing Services re debt management and independent living skills in social housing	Young people sustain tenancies	M	PB	31/03/21	01/04/23	
APIS18	YOS Practitioners trained to identify Speech, Language and communication difficulties	Diversity factors identified; interventions delivered based on assessed needs	H	YOS MT/ Health	01/11/20	31/03/21	Completed, SLC training took place beginning of 2021.
APIS19	YOS Practitioners to continue to undertake peer reviews of assessments and plans	Sharing of good practices/learning; Increased capacity re quality assurance processes	M	YOS MT/ CMT	01/01/21	31/12/22	Capacity issues within case management team currently; Quality Assurance practitioner completing with aim for this to revert back to practitioners when capacity increased

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

Performance – Jan 2019 – Dec 2019 : FTE's Current Position



**\*missing data due to the PNC not being updated by the MoJ during the pandemic – there is also a delay in data provided by the MoJ due to access to the PNC terminals**



\* 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	Youth Justice Blueprint for Wales recommends continuation of delivery of prevention and diversion but does not state explicitly should be delivered by YOS, alternative organisations may seek to deliver interventions	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 information and monitoring reports to Children and Communities Fund lead	3	4
FTER3	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
FTER4	Sustaining level of FTEs following initial substantial reductions	Local Authority continue to see prevention as priority	3	3
FTER5	Restructure of Youth Service Provision within the Local Authority impacted on ability to deliver outreach services	Work with Community Safety Partnership; external partners to examine need linked to ASB levels	3	3
FTER6	Inappropriate use of repeat OOCd has potential to undermine confidence in Youth Justice System	Engage in external OOCd decision making Scrutiny Panel to measure effectiveness of processes and outcomes	2	4
FTER7	Delays in roll out of Policing of Looked After Children Protocol has potential to reduce effectiveness of measures designed to reduce criminalisation of children looked after	Develop action plan for implementation and roll out of Protocol	3	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/CD/LR	01/11/20	01/04/21	In progress, YOS has continued to offer a Preventative Service during the pandemic and secured funding via the Children and Communities Grant for continuation of the service into 2021/22.
FTER2	Develop contract for provision of MAC diversion service	Contracted diversion services available beyond 31/03/2021	H	PB/NC	01/04/20	31/03/21	
FTER3	Submission of business case and monitoring reports to Children and Communities Grant Leads to sustain funding for ongoing projects	Services remain viable beyond 2021	H	PB/CD/LR	01/04/20	31/03/21	In progress, March monitoring reports completed
FTER4	Explore with Community Safety and other partners levels of ASB and effectiveness of interventions to	Refreshed ASB Protocol and referral routes to preventative services	H	PB/CD/LR	01/04/20	31/03/21	In progress, protocol currently being reviewed at a strategic and operational level

	reduce/prevent ASB/offending						
FTER5	Consult with partners to develop a refreshed Prevention Strategy	Level of FTEs maintained at under 50 children per year	H	PB/CD/LR	01/09/20	31/03/21	Discussions taking place on an operational level
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	PB/CD/LR	01/09/20	31/03/21	
FTER7	Refresh OOCB Protocol with SW Police to reflect operational practice; recording requirements and escalation process	Information sharing takes place in a timely manner  All practitioners understand their role and expectations of Protocol	H	YOS MT/ SWP Inspector/Sgt	01/11/20	31/03/22	Completed, Protocol updated including an escalation process. OOCB Protocol re-circulated to YOS practitioners highlighting roles within the process.
FTER8	Participate in the development and operation of OCCD Scrutiny Panels for Youth OOCB across Cardiff and Vale	OOCB decision making subject to external scrutiny.  Effectiveness of interventions and outcomes measured	H	YOS MT/GW/ PCC Office, SWP Inspector, Cardiff YOS	01/11/20	31/03/22	In progress, OOCB Youth Scrutiny Panels established and taking place quarterly
FTER9	Explore physical and virtual NRPs to support use of restorative approaches	Increased victim engagement/victim representation; Increased use of restorative approaches	H	YOS MT/ SWP Inspector/Sgt	01/11/20	31/03/22	Risk assessments completed and approved; partial virtual and physical meetings taking place

FTER10	Fully implement Policing of Children Looked After Protocol YOS PC and YOS Victims Officers support delivery of restorative approaches to address behaviours in residential settings	Reduction in FTEs  Reduction in breakdown of placements	M	CD/SF/JE/ SWP Inspector/Sgt/ YOS PC	01/04/21	31/03/22	In progress, YOS PC and Victim Officers recommended engagement with residential homes within Vale and renewed offer of training to all residential homes. Headlands has also been included in the offer.
FTER11	Explore options for virtual restorative approaches training for Residential practitioners/foster carers and other external partners	Policing of Children Looked After Protocol fully operational  Restorative approaches able to be offered to address behaviours in residential settings  Reduction in breakdown of placements	M	CD/SF/JE/ YOS PC	01/04/21	31/03/22	
FTER12	Engage in development of virtual and physical parenting/family support services across Local Authority area	Implementation of tiered parenting interventions	M	PB/CD/EB	01/04/21	31/03/22	
FTER13	Deliver training re childhood development, trauma to foster carers	Increased awareness of impact of trauma and its influence on children's behaviours	M	PB/CD/EB	01/04/21	31/03/22	Work being undertaken regarding how to deliver training virtually and whether package can be added to iDev system

		Reduction in LAC entering YJS					
FTE14	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	M	PB/CD	01/04/22	31/03/23	
FTE15	Identify external domestic abuse; adolescent to parent violence services	Reduction in re-offending Improved parent and child relationships	M	PB/CD	01/04/22	31/03/23	



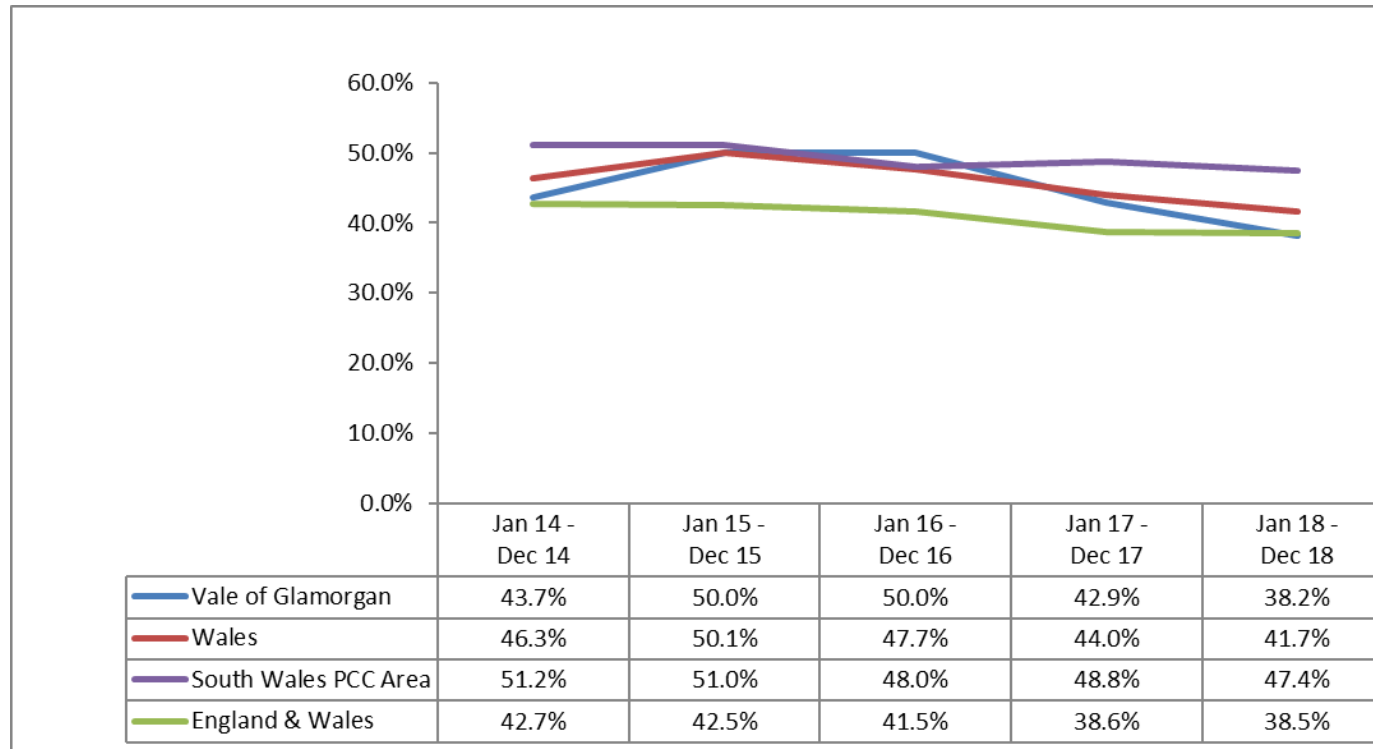
## Service Plan Objective: Reduce re-offending

Performance – Comparison period Jan- Dec 18/ Jan– Dec 17 \* Re-offending data has an 18 month tracking period - Reoffending

	Vale of Glamorgan	Wales	South Wales
<b>Reoffending rates after 12 months - Three month cohorts</b>			
Reoffences per reoffender Oct 18 - Dec 18 cohort (latest period)	2.67	4.14	5.64
Reoffences per reoffender Oct 17 - Dec 17 cohort	3.88	4.06	4.36
Change from selected baseline	-31.2%	1.9%	29.3%
Binary rate - Oct 18 - Dec 18 cohort (latest period)	30.0%	41.4%	46.3%
Binary rate - Oct 17 - Dec 17 cohort	47.1%	41.2%	50.0%
Percentage point change from selected baseline	-17.06	0.19	-3.70
<b>Reoffending rates after 12 months - Aggregated quarterly cohorts</b>			
Reoffences per reoffender Jan 18 - Dec 18 cohort (latest period)	2.90	4.31	5.27
Reoffences per reoffender Jan 17 - Dec 17 cohort	5.89	3.90	4.31
Change from selected baseline	-50.7%	10.5%	22.4%
Binary rate - Jan 18 - Dec 18 cohort (latest period)	38.2%	41.7%	47.4%
Binary rate - Jan 17 - Dec 17 cohort	42.9%	44.0%	48.8%
Percentage point change from selected baseline	-4.68	-2.31	-1.40

\*The Ministry of Justice changed the methodology for measuring reoffending in October 2017 to align the measure with that used for adult reoffending. Under the new methodology, a three month cohort rather than a 12 month cohort is used. The cohort is still tracked over 12 months. Changing from 12 month cohorts to three month cohorts results in a greater proportion of prolific offenders and hence higher reoffending rates, though both measures show similar trends over time.

## Annual Weighted Average



## Risks

<b>Risk Reference</b>	<b>Risk to this Objective</b>	<b>Control</b>	<b>Likelihood</b>	<b>Impact</b>
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	Increased demand for the service as a result the impact of the COVID-19 pandemic;  Changes to operating model, i.e. reduced face to face contact and increased use of virtual methods result in some children disengaging with services	Use of face to face assessments and interventions where risk assessment identifies sensitivities re nature of offending, complex needs to remove barriers to engagement	3	4
RROR3	Changes to delivery landscape for prevention and diversion;  impact of reduced services and introduction of remote working;  Potential for alternative organisations to be awarded funding to deliver could increase YOS caseloads	Work with partners, to continue to offer options for delivery of services, physical or remote  Raise awareness of effectiveness of YOS Prevention Service and specialist knowledge in addressing risks of offending to retain service	3	4
RROR4	Reduced number in statutory cohort effects re-offending performance data	Robust evaluation of interventions delivered to children and young people who re-offend	4	4
RROR5	If large numbers of children re-offend as a result of impact of delivery methods utilised during the pandemic;  Courts may lose confidence in lower level community sentences and impose more stringent Court Orders and/or custodial sentences, which will impact on YOS	Communicate effectively with Magistrates Courts and SW Local Criminal Justice Board regarding operating models and measures being taken to manage risks appropriate  Increase understanding of Magistrates and others in Court setting of	2	3

	resources.  Court may also consider reduced level of contact able to be delivered for persistent and/or serious re-offending during the pandemic, is not sufficient to avoid the use of custody to manage risks	complexities of children; the impact of the pandemic on those more disadvantaged and reinforce the need to use custody as last resort		
RROR6	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;  level of engagement impacted by operating model during pandemic	Resources targeted to address identified need  Utilise covid-19 risk assessment to carry out face to face assessments where need identified	H	PB/GW	01/01/21	31/03/22	
ROR2	Track children and young people subject to Prevention, diversion and out of court disposal interventions	Ability to measure the effectiveness of interventions; utilise information to continue funding of service;	M	CD/LR/ GW	31/03/21	01/04/22	Ongoing – Cohort tracking is reviewed on a 6 monthly basis. Conversations have begun with young people in Prevention regarding preferred ways of working.

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	for period of 12 months  Measure impact of changes to operating model and remote working	Advocate to avoid children being escalated up the criminal justice ladder as not had an opportunity to engage fully in interventions.					
ROR3	Review assessment; intervention plans and levels of engagement of young people who have re-offended	Assessments are of sufficient quality and level/type of intervention offered appropriate	M	YOS MT	01/09/21	31/03/22	
ROR4	Ensure plans are updated with impact of interventions delivered	Young people's progress and success on programmes is evaluated	M	YOS MT	01/09/21	31/03/22	
ROR5	Communicate operating and recovery models effectively to partners and external stakeholders during pandemic	Confidence is maintained in Youth Justice System and community interventions	M	YOS MT	01/01/21	31/03/22	In progress, information re continuity and recovery plans shared with members of YOS Management Board and other stakeholders
ROR6	Review Court Protocol between HMCTS, Bridgend, Cardiff and	Consistency in approach, information sharing and provision	M	YOS MT/ HMCTS/ Cardiff,	01/03/21	31/03/22	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	Vale YOS.  Review Court monitoring paperwork/processes/ feedback mechanisms	of feedback achieved		Bridgend YOS			
ROR7	Explore with YJB/Health introduction of enhanced case management light approach	Utilise lessons learnt to reduce re-offending rates	M	YOS MT YJB/ Health	01/04/21	31/03/23	In progress, information sharing documentation signed off, proposal for pilot to commence in September 2021. YOS Manager represents YOS Managers Cymru on Youth Justice Blueprint Workstream
ROR8	Ensure recommendations outlined in assessments, reports by professionals are actioned within CPF forums	Tailor made interventions delivered to children	M	YOS MT	04/01/21	31/03/22	
ROR9	Evaluate the effectiveness of breach/compliance panels taking into account impact of pandemic on operating models and level of engagement	Refreshed Compliance and Engagement Policy developed  Children and young people effectively engaged and successfully complete Orders	H	CC	04/01/21	30/06/21	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
ROR10	Review case recording guidance and ensure breach, compliance recording processes by management and practitioners outlined to reflect changes in working practices and quality assurance oversight processes	Refreshed Case Recording Guidance developed  Practitioners able to access up to date practice guidance	M	YOS MT	31/03/21	30/09/21	Breach, Engagement and Revocation Policy refreshed and recirculated to practitioners.  Monitoring of recording practices to take place to support embedding changes in practice.
ROR11	Implement Revised Youth to Adult Transitions Guidance for Wales to support transition to NPS services	Joint working handover arrangements in place to support transitions  Information sharing with NPS where child previously known to YOS to inform assessments and sentencing proposals	M	PB/CD /HW/LJ/ VW	31/01/21	31/01/22	Youth to Adult Transition Guidance presentation to be presented to YOS Management Board meeting July 2021, alongside themes from learning event by HMPPS
ROR12	Track and monitor young people who have transferred to Probation  Produce performance report for YOS Management Board on	Lessons learnt from the transition arrangements  Ability to measure outcomes/re-offending	H	PB/GW/ HW/LJ/ VD	31/01/21	31/01/22	

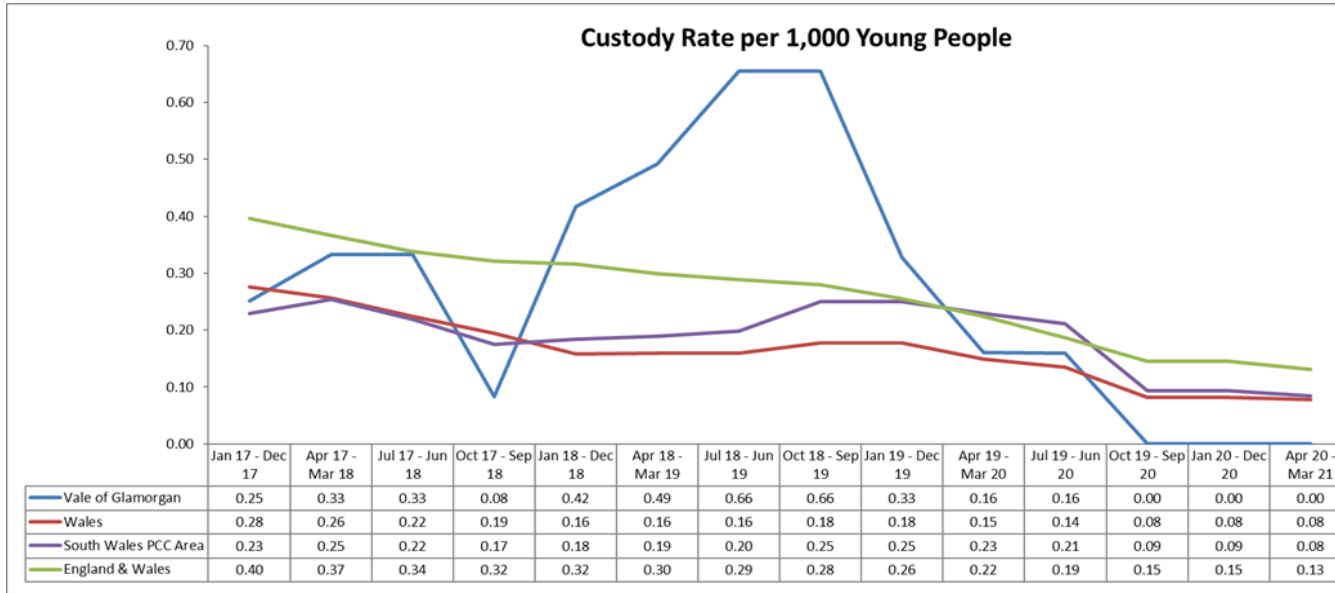
Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	6/12 monthly basis						
ROR13	Increase use of restorative alternatives within residential, foster care, to assist staff to manage children's behaviours	Reduction in the number of Looked After Children prosecuted for offences "in the home"	H	YOS MT/ CYPS/ SWP	01/09/21	31/08/22	Ongoing – active offer to all residential homes in the Vale (including Headlands) for support with facilitation of restorative meetings, monthly support and drop ins offered by Victim Officers and YOS Police Officer, and training offered in restorative approaches and AA/PACE.
ROR14	Engage with Learning and Skills Directorate to highlight requirements of children within YJS;  Measure impact of pandemic; access to digital technology, home schooling and attainment on disadvantaged children re access to Education	Increased access to full time education provision for all young people in YJS  Additional support identified for vulnerable learners	M	YOS MT/ MH/MD	01/09/20	31/03/22	
ROR15	Engage with Careers Wales Services to refresh Memorandum of Understanding re access to post 16 provision in the	Increase awareness of and access to appropriate post 16 ETE provision	M	YOS MT	01/01/21	30/09/21	Completed, MOU shared with YOS Management Board April 2021, Careers Wales attended YOS Team Meeting June 2021 to promote services available with practitioners



Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	community						
ROR16	Engage with YEPF strategic group.  Increase access to Aspire to Achieve/Work and Communities at Work provision	NEET children within YJS have increased access to services	M	YOS MT/ MH/MD	01/09/20	31/03/22	In progress, presentation re work of YOS and ETE performance delivered by YOS Manager to Group in April 2021
ROR17	Evaluate effectiveness of YOS Education Mentor role; pre and post pandemic  Identify any potential overlap in provision available via LA Mentors and Aspire to Achieve/Work provision	Evidence of need identified  Utilisation of grant funding to address identified needs	M	YOS MT/ MD	31/03/20	30/06/21	Completed, evaluation identified volume of work required only part time post; or closer liaison with Careers Wales, LA Mentors and Aspire to Achieve/Work provision; post has ceased at end of pilot; work ongoing with managers of services to support access
ROR18	Utilise lessons learnt from Thematic Inspection reports to reduce re-offending	Reduction in numbers of young people becoming persistent offenders	M	YOS MT	01/04/21	31/03/23	
ROR19	Utilise lessons learnt from HMIP Thematic re operating models of YOS during pandemic	Children access right support to reduce risk of re-offending	M	YOS MT	01/01/21	31/03/22	In progress, findings and recommendations from thematic discussed in both YOS Management Board and YOS Team meeting

**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 2020/21**



	<b>Custodial Sentences</b>	<b>Rate per 1.000 of 10-17 population</b>
<b>Bridgend</b>	0	0
<b>Cardiff</b>	4	0.13
<b>Cwm Taf</b>	0	0
<b>Neath Port Talbot</b>	3	0.24
<b>Swansea</b>	3	0.14
<b>Vale of Glamorgan</b>	0	0

## Risks

<b>Risk Reference</b>	<b>Risk to this Objective</b>	<b>Control</b>	<b>Likelihood</b>	<b>Impact</b>
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"  Courts may lose confidence in lower level community sentences and impose more stringent Court Orders and/or custodial sentences, which will impact on YOS	Increased awareness of Youth Court Magistrates of alternatives to custody, YOS resources and Sentencing Council's Guidelines  Communicate effectively with Court and other stakeholders re operating	2	3

	resources as a result of changes in operating models during pandemic	and recovery models for YOS during pandemic		
RRUC3	Capacity and performance issues across secure estate aggravated by pandemic 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	Refresh Court Protocol and shared documentation, participate in Magistrates training to raise awareness of services available within each local area	2	3
RRUC5	HMCTs Prison and Court Bill legislation introduced greater emphasis on use of on-line technology; Use of remote Court hearings increased/escalated for adults during the pandemic  Concerns raised re identification of children's vulnerabilities when utilising remote assessments/hearings	Contribute to design of model for youths;  participate in training/operational trials of model; explore alternatives to use	2	3
RRUC6	Custody seen as only option for children who persistently and wilfully fail to engage in supervision  Court may also consider that the reduced level of contact for persistent and/or serious re-offending during the pandemic, is not sufficient to manage risks to avoid the use of custody	Effective management oversight of risks, breach processes and interventions used,  Increased awareness by the Court of operating and recovery models during the pandemic	2	3

		Recommendations to Court supported by multi agency arrangements		
RRUC7	Access to resettlement services following release from custody could be impacted by pandemic increasing 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
RRUC8	Implications of Southwark judgement placing responsibility on Local Authority to accommodate young people both in community and upon release	Multi agency arrangements in place between CYPS/Housing/3 <sup>rd</sup> sector housing providers to support access to accommodation on emergency and planned basis	2	3
RRUC9	Extended Licence period for young people aged over 18 subject to a DTO – potential strain on YOS resources  Inability to effectively support/access services during covid-19 pandemic	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 aware of and adhering to	Alternatives to remand identified  Children receive	M	PB/CYPS	01/03/21	31/03/22	

	procedures	appropriate care and services whilst in custody					
RUC2	Representation by YOS at Pan Wales Criminal Justice and Local Criminal Justice Groups to highlight operating and recovery models	Increased awareness of Court and other stakeholders of services delivered by YOS during pandemic	M	PB	01/04/20	31/03/22	In progress, representative from YOS Manager Cymru attends meetings; information sharing and identification of issues takes place prior to and following meetings
RUC3	Engage in discussions re potential roll out of remote remand and other Court hearings for youths	Children are not negatively impacted by use of remote technology	M	PB	01/04/20	31/03/22	In progress, YOS Manager and YOS Practitioner representative in meetings
RUC4	YOS engagement with Youth Custody Service pre and post pandemic	Increased awareness of range and type of provision available to children in secure establishments	M	YOS MB/ PB/YCS	01/04/20	31/03/22	
RUC5	Liaise with YCS and regional RSCB regarding sharing information, intelligence with Cardiff and Vale RSB for secure establishments in Wales	Line of sight established between YCS and RSCB for performance and reporting purposes	M	YOS MB/ PB/YCS	01/04/21	31/03/22	
RUC7	Review with YJB/secure estate arrangements and paperwork for planning and resettlement meetings	Improved partnership engagement, resettlement planning and information sharing	M	YOS MB/ PB/YCS	01/04/21	31/03/22	
RUC8	Update YOS Case Recording Guidance to	Ability to monitor and assess effectiveness of	M	YOS MB/ PB/YCS	01/04/21	31/03/22	

	reflect resettlement planning including agenda setting for meetings, partnership agency involvement; rationale re consideration of ISS on licence conditions, completion of resettlement checklist	resettlement planning					
RUC9	Ensure post custody resettlement meetings scheduled as part of resettlement planning with secure establishment and partners	Resettlement services available on release from secure;	M	YOS MB/PB/YCS	01/04/20	31/03/22	
RUC10	Analyse non compliance and breach action undertaken over 12 months period, examine impact of changes in operating model	Identification of trends barriers to engagement	M	YOS MT	01/04/20	31/03/21	
RUC11	Refresh Engagement and Compliance Policy and procedures for YOS  Ensure revised procedures are incorporated into YOS Practitioners induction programme	Case managers understand and implement procedures appropriately	M	CC	01/01/21	30/06/21	Breach, Engagement and Revocation Policy updated and circulated to Board and practitioners.  Monitoring of implementation in practice to be undertaken
RUC11	Ensure custodial cases are listed within CPF	Effective risk oversight and resettlement	M	YOS MB/PB/YCS	01/04/21	31/03/22	

	processes to enable effective risk management and resettlement planning including MAPPA oversight	planning					
RUC12	Conduct survey with Magistrates on quality of PSRs in Court	Increased confidence in sentencing options by Magistrate's	M	YOS MT	01/04/21	31/03/22	
RUC13	Engage in Magistrates events where possible to increase confidence in community interventions	Reduction in use of custody	M	YOS MT/ YOS Practitioners	01/04/21	31/03/22	
RUC14	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	M	YOS MB/ PB/YCS	01/04/21	31/03/22	
RUC15	CYPS/YOS representation on tasks and finish group re 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	M	YOS MT/ CYPS/ EDT/ SW Police	01/12/20	30/11/21	Proposals for piloting a single bail/remand bed in Newport for demand across South Wales and Gwent to commence in July for 3 months.  CYPS/YOS to ensure receive feedback/outcomes from pilot to identify potential implications on resources



RUC16	Monitor capacity of appropriate adult services; impact of pandemic on availability of volunteers  Deliver training to practitioners/volunteers to support services	Sufficient resources available to meet demand for appropriate adult services	M	CD/MR	01/09/20	31/03/22	In progress, YOS volunteer training completed July 2021, small number added to volunteer rota.  Monitoring of requests for AA in progress  AA training offered to partners to increase confidence to provide AA support for children/young people known to their service, if appropriate.
RUC17	Contribute to APB re-commissioning arrangements	APB Commission services to meet identified need of children including transitions to adult services	M	PB/APB	01/03/20	31/03/22	In progress, YOS Manager part of Re-commissioning Sub Group of Area Planning Board.
RUC18	Ensure all young people sentenced to custody receive family support during custodial element	Risk of reoffending and resettlement needs reduced prior to release	M	CD/EB	01/04/21	31/03/22	

**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 framework; establish a baseline for quality of assessments and plans; identify common themes for training	Assessments and plans are quality assured at the time of countersignature.  Practitioners competent and confidence in assessment processes	M	YOS MT	01/12/20	31/11/21	
ROSH2	Assessments and plans are reviewed in timely manner and where any significant change takes place by case managers	Young people managed appropriately in line with assessed risk levels	M	CC	01/01/21	31/12/21	
ROSH3	Recommendations following assessment by psychology services are implemented and monitored through CPF planning processes	Risk Management plans effective in mitigating risks	M	YOS MT	30/09/20	01/10/21	
ROSH4	YOS PC engages with SWP colleagues remotely to share intelligence with SWP and YOS  Intelligence is recorded on both YOS and Police	YOS PC Role operates in accordance with ACPO guidance	H	CD/JL/ RF/MB	01/10/20	30/09/21	In progress, YOS PC sharing intelligence and recording on Police systems

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	systems						
ROSH5	Engage with Strategic MAPPA re monitoring of high risk offenders; performance monitoring and outcome of serious case reviews	Improved awareness of risk factors, robust risk management plans developed	H	YOS MB	01/12/20	31/11/21	In progress, YOS Manager attends SMB MAPPA representing South Wales YOS Managers; Practitioner from Cwm Taf YOS attends MAPPA Operational Group participating in audits/reviews etc.
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	01/09/20	31/08/21	In progress
ROSH7	Contribute performance information to YOS Management Board re transitions and MAPPA oversight of youths	Strategic oversight of quality of work being undertaken and evaluation of outcomes	M	YOS MB/HW/VD	01/04/21	31/03/22	
ROSH8	Liaison with Probation re offenders aged 18 and over for information on previous YOS involvement	Young adult offenders are assessed and supervised more effectively	M	HW/PB/C C/GW	01/04/21	31/03/22	
ROSH9	Review Delivering Risk Led Services Policy to reflect up to date guidance for risk management	Effective risk management supported by understanding of roles within process	M	YOS MT/CC/CMT	01/09/20	31/08/21	In progress, draft update currently being consulted upon

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
ROSH10	Utilise face to face and remote tiered and structured offending behaviour programmes designed to address risk	Practitioners have range of tools to address risk factors	M	YOS MT/Case Managers	01/09/20	31/03/22	In progress
ROSH11	Monitor and address the impact of adolescent to parent violent  MARAC referrals submitted where criteria met	Safety plans in place to manage risks to parents and child	M	YOS MT	01/04/20	31/03/21	YOS collaborating with MAC and CYPS in relation to individual specific cases, but analysis of prevalence etc yet to be undertaken
ROSH12	Explore with external stakeholders access to remote services to address adolescent to parent violence	Reduced safety and wellbeing risks; reduced risk of re-offending Improved relationships	M	YOS MT	01/04/20	31/03/21	Collaborating with MAC regarding delivery of services

## 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 2019/20 : Substance Misuse

2020/21	Vale of Glamorgan	South Wales	Wales
Number identified by screening requiring SM service	15	121	528
Number of young people commencing a SM assessment	7	70	155
Number of young people commencing a SM assessment within 5 days	4	63	136
% commencing within 5 days	57%	90%	87%
Number of young people identified through assessment requiring treatment	7	67	139
Number of young people receiving a service within 10 days	7	64	136
% commencing within 10 days	100%	96%	98%

## Risks

Risk Reference	Risk to this Objective	Control	Likelihood	Impact
SFHR1	Changes to delivery model and reduced face to face contact with children; lack of home visits may result in failure to identify safeguarding concerns	YOS to undertake initial assessments face to face where risk allows;  Operating model to adapt to prevailing risk levels associated with virus	3	4
SFHR2	Children and young people presenting at YOS with high level of complex needs;	Communicate effectively with external stakeholders to ensure children able to access disposals	2	3

	Lack of access to prevention and early intervention services at start of pandemic could increase OOC and Court caseloads	at lowest appropriate level		
SFHR3	Lack of access to digital technology impacting on disadvantaged children engaging with YOS and other key services, Education, Health etc  Parents/carers may also have reduced understanding of technology, ability to support child and/or a home environment not suitable for on line learning.	Enable face to face assessments and interventions to be delivered in covid secure environment or through the use of PPE  Advocate for access to Education additional support services for vulnerable children to YOS	3	4
SFHR4	Increased risk of children and young people being exploited through involvement in organised criminal activity; sexually exploited and/or at risk of being trafficked	Develop staff awareness of NRM processes;  Participate in exploitation meetings; share intelligence with partner agencies; implement safeguarding arrangements	3	4

### Action to address the risk

Action Ref No	Actions against this Risk	Outcome	Priority	Updater	Start Date	Finish Date	Progress
SFH1	YOS Practitioners have guidance and room booking processes to support access to covid secure meeting rooms	Staff have clear guidance to operate safely	M	YOS MT	01/04/20	31/03/2022	Completed, 2 covid secure meeting rooms have been identified within the YOS, further meeting rooms are available across CYPS for use by both YOS and CYPS practitioners

SFH2	Raise awareness of lessons learnt from operating practices undertaken during covid pandemic	Children supported to engage with interventions and kept safe	H	YOS MT	01/01/21	31/12/21	
SFH3	Ensure YOS practitioners comply with Corporate Safeguarding Policy	Staff understood role in safeguarding	M	PB	01/01/21	31/12/21	
SFH4	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	01/01/21	31/12/21	In progress
SFH5	Utilise external intervention programmes re sexual exploitation	Young people able to access appropriate services	M	YOS MT/YOS Practitioners	01/01/21	31/12/21	Services currently being provided via 3 <sup>rd</sup> sector organisations St Giles Trust and MAC
SFH6	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	01/04/21	31/03/22	
SFH7	Engagement in exploitation meetings to share information, intelligence re risks in Local Authority areas	Children and young people at risk of CSE/CCE are identified and protected	M	YOS MT	01/01/21	31/12/21	In progress for individual cases and ongoing
SFH8	Increase understanding of	Risks of exploitation identified and reduced	M	YOS MT	01/01/21	31/12/21	YOS Champion delivered presentation to YOS

	contextual safeguarding						Practitioners during Team Meeting, resources also purchased for use by service
SFH9	Ensure all YOS Practitioners complete training; access All Wales Protection Procedures on line	Children's safeguarding needs met within YJS	M	YOS MT	01/01/21	31/12/21	In progress

## Service Plan Objective: Increase victim and public confidence

### 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	CD/SF/ JE	01/01/21	31/12/21	Ongoing - Direct and Indirect Reparation opportunities offered to all victims, and where face to face is requested semi-virtual option have been risk assessed and are available.
IVPC2	Update content of YOS Web Site	Information for public up to date and relevant	M	GW	01/01/21	31/12/21	
IVPC3	Undertake observations of NRP and RO Panels operating remotely/physically including measures re	RJ interventions are carried out safely and in line with NOS for RJ	M	CD	01/01/21	31/12/21	In progress, YOS Practitioner Manager observing new volunteers in practice



Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	victim safety						
IVPC4	Evaluate effectiveness of NRP/OOCD processes undertaken in both physical and virtual locations	Evidence to support continuation of delivery of model	M	YOS MT/YJB	01/01/21	31/12/21	
IVPC5	Review Restorative Justice strategy	RP is promoted and delivered across LA	M	YOS MT	01/06/21	31/05/22	
IVPC6	Promote with CST identification and engagement of victims of ASB in restorative processes	Increased victim satisfaction and community confidence	M	CD/LR/SF/JE/DG	01/01/21	31/12/21	In progress – At Stage 3, victims details are passed to Victim Officers for an active offer to be made, to include offer of face to face reparation and representation at the NRP.
IVPC7	Implement Referral Orders Action Plan developed from Thematic Inspection of Referral Orders	Public are aware of work within YOS. Victim engagement on RO increased	M	CD/SF/JE	01/01/21	31/12/21	In progress – Volunteer recruitment and processes reviewed and update in line with the recommendations. Observations of practice in process. Referral Order Guidance has been reviewed locally.
IVPC8	Revise victim satisfaction surveys to measure effectiveness of delivery methods	Victim services designed and delivered based on service user feedback	M	CD/SF/JE	01/01/21	31/12/21	Ongoing – survey currently reviewed with a view to have an online option of completing the survey.
IVPC9	Revise restorative	Victims able to make	M	CD/SF/	01/01/21	31/12/21	In progress, documentation

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	practices information for victims	informed choice re participation		JE			reviewed in line with Victim Code of Practice 2020 All letters and leaflets now include additional signposting information for ongoing support, or if YOS support is declined, alternative avenues for appropriate support if desired later.
IVPC10	Identify opportunities to celebrate success/nominations	Increase in public confidence and awareness of YOS	M	CD/SF/ JE	01/01/21	31/12/21	

**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	01/01/21	31/12/21	
GLP2	Monitor resources partners providing to YOS  Review structure and capacity associated with quality assurance systems/delivery	YOS sufficiently resourced to deliver services	M	YOS MB	01/01/21	31/12/21	In progress, review of YOS structure underway; appointment of temporary Quality Assurance Practitioner to support capacity for quality assurance purposes
GLP3	Implement YOS Management Board Induction Package and training	Board members understand roles and responsibilities	M	YOS MB	01/01/21	31/12/21	
GLP4	Schedule YOS Practitioners attendance at Management Board meetings	Board members have increased understanding of operational practice	M	PB	01/01/21	31/12/21	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
GPL5	Develop and implement escalation policy between YOS; YOS Management Board and external partner organisations	Barriers/gaps in availability of services addressed	M	YOS MB	01/04/21	31/03/22	
GLP6	Performance reporting to Board incorporates case study information	Increased understanding of make up and challenges of YJS cohort	M	YOS MB	01/04/21	31/03/22	
GLP7	Management Board members take strategic lead in relation to NS improvements	Increased understanding of cohort and needs, Board members advocate on behalf of children in YJS	M	YOS MB	01/04/21	31/03/22	
GLP8	Develop Protocol/Agreement between Health and YOS outlining referral pathways into health services	Children within YJS supported to access physical, emotional and mental health services	H	RW/PB/ YOS MB	01/11/20	31/03/21	Completed, Health Service Support Protocol presented YOS Management Board January 2021, work ongoing operationally in relation to referral pathways/access to physical and mental health services
GLP9	Engage with WG/YJB/YMC re psychology input required to support	Trauma informed practice maintained within YOS	M	PB/WG/ YJB/YMC	01/04/21	31/03/22	YOS Manager represents YOS Managers Cymru on Youth Justice Blueprint Workstream re trauma informed practice

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	enhanced case management model						
GLP10	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	01/04/20	31/03/22	In progress, YOS Manager sits on APB Main Board; Commissioning Finance and Delivery Group and Recommissioning Group
GLP11	Finalise SLA re YOS Tier 2 substance misuse services and explore possibility of expanding access to substance misuse services linked to CYPS	Children and young people supported to access appropriate services	M	PB/LS	01/04/20	30/06/21	
GLP12	Finalise Protocol re YOS Tier 3 and above substance misuse services	Children supported to access and move between appropriate tier of services	M	PB/IA	01/04/20	30/06/21	
GLP13	Develop closer links with Housing managers to; identify young people at risk living in areas of	Children and young people sustain tenancies and accommodation	M	PB/MI	01/04/21	31/03/22	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	social deprivation;  support resettlement from secure establishments						
GLP14	Work with SWP to identify any backlog of cases during pandemic	Bail is only used where appropriate	H	PB/CD/ JL/RF/ MB	01/02/21	30/06/21	Completed, new searches introduced by SWP to monitor progress of cases
GLP15	Review OOCB Protocol and evolve operating models based on level of restrictions during the pandemic  Engage in OOCB Youth Scrutiny Panels	Practitioners understand roles and responsibilities in OOCB process  External partners confident in diversionary model	M	PB/CD/ JL/RF/ MB	01/04/21	31/03/22	Completed and on going, OOCB Protocol revised; YOS Managers engaging with OOCB Scrutiny panels  Recovery planning needs to support more face to face NRPs
GLP16	Review Appropriate Adult Protocol to correspond with revised guidance for YOS Practice in undertaking duties during the pandemic	Internal and external stakeholders understand roles and responsibilities	M	PB/CD/ SWP Chief Inspector /JL	01/04/21	31/03/22	All AAs aware of revised guidance for attendance at Police Custody Suites, ongoing discussions with SWP re any issues or concerns, physical Protocol remains to be updated.

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
GLP17	Review Anti Social Behaviour Protocol with partners to ensure both informal and formal processes outlined and opportunities explored to engage of victims in restorative approaches	Reduction of youth ASB  Increased victims and community confidence	M	PB/CD/ LR/SWP JL/RF	01/10/20	31/03/21	In progress, Protocol currently being reviewed both on a strategic and operational basis
GLP18	Implement National Protocol for Children in Police Custody when finalised  Participate in monitoring meetings with SWP/EDT/CYPS and Cardiff YOS	Overnight detention of children and young people in Police Custody is monitored	M	YOS MT	01/04/21	31/03/23	
GLP19	Implement National Protocol with Probation for Youth to Adult transitions	Young people supported in the transition process effectively to adult services	M	YOS MT	01/02/21	31/01/22	Youth to Adult Transitions presentation to be delivered to YOS Management Board July 2021
GLP20	Develop performance monitoring reporting for YOS Management Board in relation to NPS MAPPA, transitions and	YOS Management Board have oversight of transition to adult services and outcomes	M	YOS MT	01/02/21	31/01/22	

Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	re-offending post 18						
GLP21	Continue rollout of Policing of Looked After Children Protocol to support increased understanding with CYPS, Private and LA care placements of the need to avoid criminalisation of CYP	Children in the care system are not disproportionately represented in the YJS	M	CD/SF/ JE/SWP JL/MB	01/02/21	31/01/22	In progress – active offer of ongoing support and restorative training offered to all residential homes in the Vale, including Headlands. YOS Police Officer and Victim Officer offering drop ins and virtual calls to increase visibility and confidence.
GLP22	Finalise Education Protocol to incorporate introduced of SEMPH panel and changes to operating model	Children within YJS able to access their legal entitlement to educational provision	M	MH/MD/ PB/CD	01/04/21	31/03/22	
GLP23	Review CYPS and YOS Protocol to reflect changes in working practices	Guidance for YOS and CYPS practitioners fit for purpose	M	OMs CYPS/PB /Legal Services	01/04/21	31/03/22	
GLP24	Partner agencies to identify key performance information for reporting to YOS Management Board	Board members understand the needs of children in YJS	M	YOS MB/PB	01/04/21	31/03/23	
GLP25	Utilise Thematic inspection recommendations to	YOS involved in continuous service development and	M	YOS MB/PB	01/04/21	31/03/23	



Action Ref. No	Action	Outcome	Priority	Updater	Start Date	Finish Date	Progress
	inform service improvements	promotion of effective practice					
GLP26	Risk and Issues Log to be developed for YOS Management Board	Board has ability to track outcomes	M	YOS MB/PB	01/04/21	31/03/23	
GLP27	Review capacity and suitability of YOS premises to support remote and physical working	Safe and suitable work space available to deliver blended approach	M	YOS MB/PB	01/04/21	31/03/23	Review/risk assessment completed by LA Facilities Department; plans developed identifying capacity within the building; recovery guidance out for consultation with practitioners July 2021

## Consultation - What Will We Do 2021/23

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		LR
Victims of crime	Ascertain satisfaction & service improvement	Questionnaires, verbal feedback and comments	All victims of crime use service	Victim satisfaction rate maintained.		SF/JE
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		CD/MR
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		EB

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



**Plan signed by YOS Manager:**

A handwritten signature in black ink, consisting of several overlapping loops and a trailing flourish, positioned to the right of the text 'Plan signed by YOS Manager:'. The signature is written on a dotted line.

**Date : 19 January 2021 : Updated July 2021**

Management Team

Practitioner  
Manager - Case  
Management

YOS Manager

Practitioner Manager  
Prevention &  
Resources

**Case Management**

- YOS Officers  
3 x full time  
1 x part time
- Probation Officer  
1 x part time
- Bail & Remand Officer  
1 x full time
- Diversions Worker  
1 x full time

Quality Assurance  
Practitioner  
1 x Part time

Performance & Info.  
Officer  
1 x full time

YOS Police  
Officer

YOS  
Performance  
Assistants  
1 x full time  
2 x part time

Specialist Nurse  
1 x Part time

Substance Misuse  
Adferiad  
1 x full time

CAMHS Substance  
Misuse Nurses  
2 x part time

Prevention Coordinator  
1 x full time

Prevention Officers  
3 x full time

Family and Parenting  
Support Officer  
1 x part time

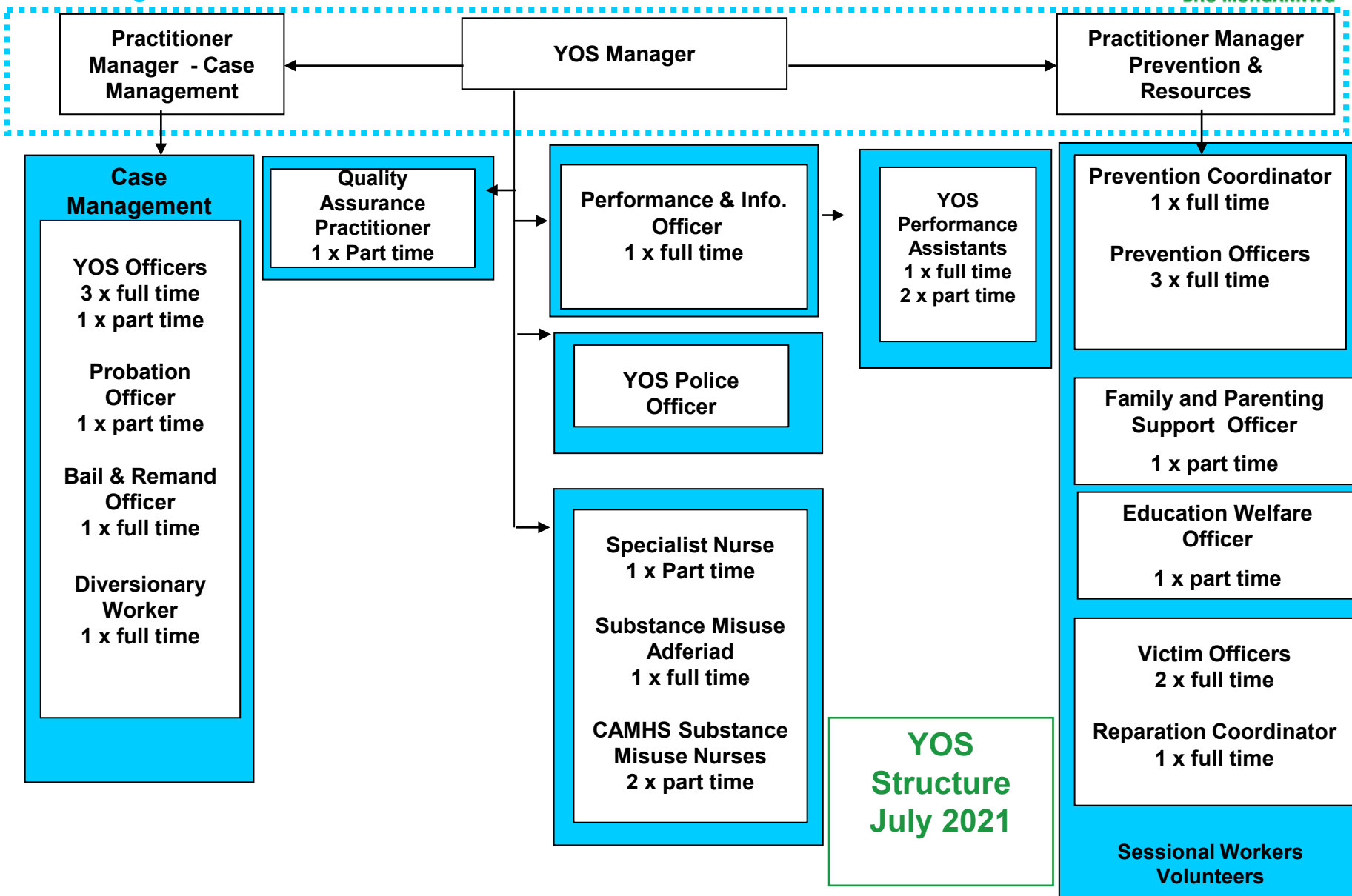
Education Welfare  
Officer  
1 x part time

Victim Officers  
2 x full time

Reparation Coordinator  
1 x full time

**YOS  
Structure  
July 2021**

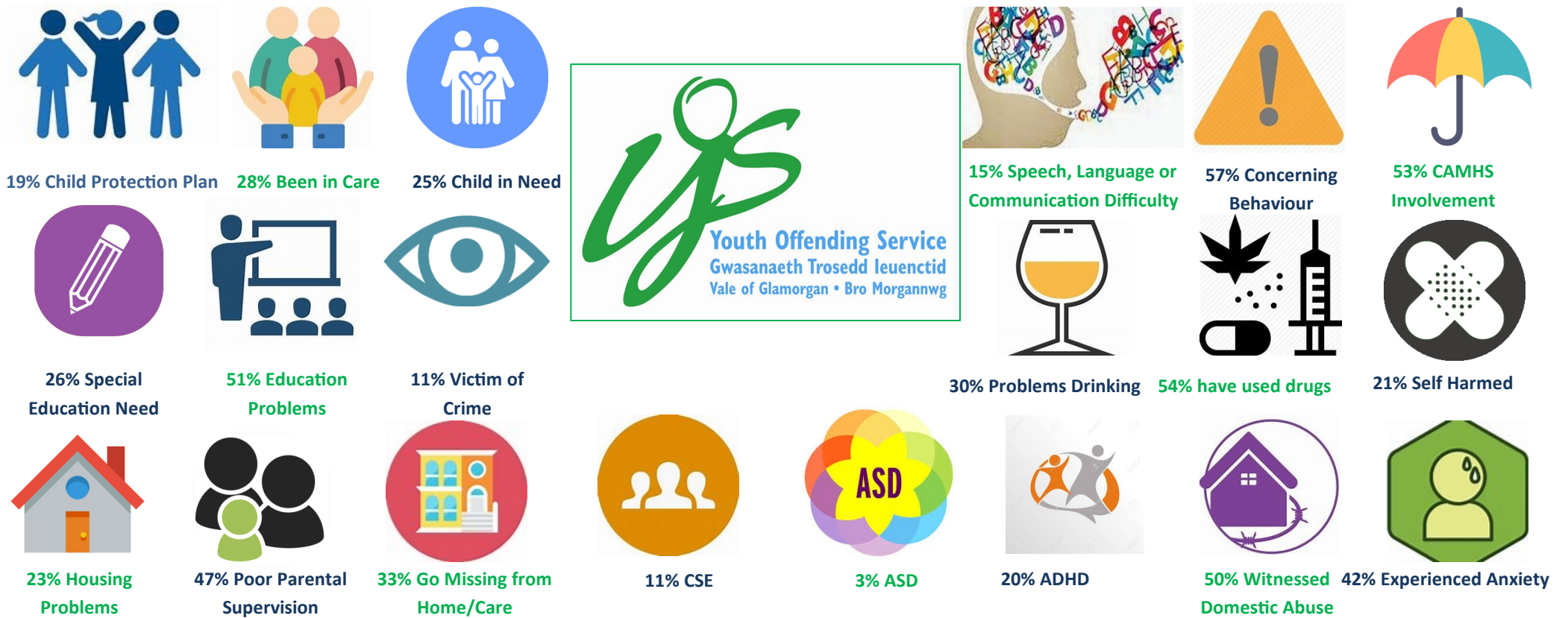
Sessional Workers  
Volunteers



## VALE OF GLAMORGAN YOS BUDGET BREAKDOWN – 2021/2022

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Youth Justice Board	157,610		0	157,610
Local Authority	528,159		194,914	723,073
Police	3,377	59,790	5,574	68,741
Police and Crime Commissioner	15,797		7,403	23,200
Probation		23,500	5,000	28,500
Health		91,317	0	91,317
Welsh Government	195,026			195,026
Other				0
<b>Total</b>	<b>899,969</b>	<b>174,607</b>	<b>212,891</b>	<b>1,287,467</b>

# Profile of Vale of Glamorgan YOS Cohort



## HOW DO ACES IMPACT THE LIVES OF YOUNG PEOPLE?

ACE's impact a child's development, their relationships with others and increase the risk of engaging in health harming behaviours, and experiencing poorer mental and physical health outcomes in adulthood. Compared with people with no ACEs, those with 4+ ACEs are:

