

**BLAENAU GWENT & CAERPHILLY**



# **2014-16 YOUTH JUSTICE PLAN**

**Incorporating The Short Quality Screening Inspection & Improvement Plan**

Working in Partnership to Prevent Youth Offending

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## Introduction

The Youth Justice Plan is produced and submitted to the Youth Justice Board for England and Wales (YJB), which monitors the operation of Youth Justice Services, a responsibility not devolved to the Welsh Government (WG). The annual plans are required to be produced by statute (section 40 (4) Crime and Disorder Act 1998). This act places a duty on the local authority to formulate and implement an annual plan in consultation and co-operation with partner agencies.

The strategic aim of the Blaenau Gwent & Caerphilly Youth Offending Service (YOS) partnership remains focused on preventing offending and reducing reoffending by children and young people. This will be achieved by the delivery of integrated services that ensure young people are safeguarded, the public and victims of crime are protected and those who enter the criminal justice system are supported with robust risk management arrangements. Children and young people will be supported to reintegrate into their local communities without offending and wherever possible with support from their families.

This plan reviews the progress of the 12/14 plan, highlights the outcome from the YOS Short Quality Screening (SQS) Inspection and its Improvement Plan from 2013, along with the YOS performance data and key priority areas for 2014/16 based on improved outcomes for children and young people. The plan will cover a two-year period and will be reviewed annually reflecting any changes to the national and local youth justice landscape, which impact on the priorities of this plan.

The Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) brought about changes to the manner which young people's offending behaviour can be formally processed and dealt with following the commission of an offence. The implementation of LASPO removed the previous process wherein offending and re-offending resulted in an escalatory approach to managing children and young people's offending behaviour. LASPO and the changes to the out of court disposal framework, as implemented on 8<sup>th</sup> April 2013 have led to a system that aims to promote and ensure that outcomes are proportionate to the crime committed as well as being effective in reducing the risk of further offending.

In line with the legislative changes Gwent Police and the three Youth Offending Services across Gwent (namely, Monmouthshire and Torfaen, Caerphilly and Blaenau Gwent and Newport) have embarked upon a partnership Bureau model in order to facilitate joint decision making, effectively gate-keep outcomes, encourage restorative justice interventions and to overall reduce offending and re-offending by children and young people. The YOS will continue to invest resources in working with children and young people involved in crime and antisocial behaviour on a voluntary basis and to retain legal enforcement action as a last resort.

From 2013 onward the Home Office grant to the Youth Justice Board (YJB) transferred to the Police and Crime Commissioner (PCC). The grant contributes a significant amount to preventative and substance misuse services for children and young people across the Blaenau Gwent & Caerphilly areas. The YOS and PCC fully co-operate to ensure that arrangements for crime prevention, anti-social behaviour reduction and substance misuse are not compromised locally by the change of arrangements. The YOS welcomes the opportunity to continue working in partnerships with the PCC in order to sustain existing bespoke services which evidence effectiveness and develop joint key priorities for the future.

The YOS also receives funding from Welsh Government to implement the All Wales Youth Offending Strategy through the Youth Crime Prevention Fund (YCPF). This grant is directed to ensure the YOS delivers the provisions of the All Wales Youth Offending Strategy.

The YOS has also incorporated messages and learning from the below range of sources over the past 12 months:

- Looked After Children: an inspection of the work of Youth Offending Teams with children and young people who are looked after and placed away from home 2012.
- Criminal Justice Joint Inspection - Examining Multi-Agency Responses to Children and Young People who sexually offend
- An inspection of the transitions arrangements from youth to adult services in the criminal justice system (October 2012)
- Report on an unannounced inspection of HMP and YOI Parc Young People's Unit 2012
- Inspection Of Custody Suites In Gwent 2012
- Keeping Out Of Trouble – Ofsted Report
- YJB Cymru Restorative Justice and Prevention Report: Diversion from the Youth Justice System in Wales
- Reviewed Code of Practice for Victims of Crime 2013
- New National Standards
- Implementing LASPO legislation
- YJB Custody project
- Community Safeguarding and Public Protection Incidents (CSPPI) reported incidents x 2

Some of the work completed from the above will be included within the main body of this plan and any outstanding actions identified and included in the priorities set.

Over the next 12/24 months there are a number of thematic inspections planned by HM Inspectorate of Probation. These include an assessment of the effectiveness of the reporting, monitoring and learning from the Youth Justice Board's Community Safeguarding and Public Protection Incidents, and evaluating the extent to which Youth Offending Services incorporate the principles of 'desistance' from crime of into their work with children and young people. They will also publish a joint thematic report with HM Inspectorate of Constabulary on MAPPA and the Joint Criminal Justice Inspection Plan for 2014-16 sets out an intention to follow-up this inspection at the end of 2014. It is likely that a small number of cases held by YOSs will be included in this inspection. Learning from any of the above will be included in any future reviews of this plan.

The YOS uses self-assessment as a valuable learning process and endeavours to be open and honest with regard to reflecting and evaluating current practice. Statements made have been based on evidence that is available externally for scrutiny. Information has been drawn from a range of sources to inform self assessment including:

- Findings from the 2013 SQS Inspection.
- YJB National Indicators and Welsh National Indicators Performance
- Safeguarding audits undertaken in 2013 on a number of cases from across all areas of service delivery
- Full case audits undertaken in 2013 from across all areas of service delivery
- Risk management audits undertaken in 2013 on a number of cases from across all areas of service delivery
- Analysis of feedback during 2013 from young people using Viewpoint and other evaluation methods; victims of youth crime, sentencers, volunteers, and parents/carers
- Robust quality assurance processes

Over the past 12 months the YJB has communicated to YOSs the need to prepare for the implementation of AssetPlus. This is a new assessment and planning interventions framework developed by the YJB to replace Asset and its associated tools. AssetPlus has been designed to provide a holistic end-to-end assessment and intervention plan, allowing one record to follow a young person throughout their time in youth justice system. With a renewed focus on professional judgement of practitioners, AssetPlus will enable better-focused intervention plans to provide improved outcomes for young people currently within the system and those at risk of entering.

To achieve this the YOS had to present options to the YOS Local Management Board regarding the commissioning of a new database to replace YOIS as this would not support the new AssetPlus framework.. The YOS is now progressing arrangements to support the AssetPlus roll out for 2015.

During early 2014 a review of the current administration establishment within the YOS has been undertaken in order to ascertain if there is a need to sustain the support to the service at it's current level. The review considered the trend in workload within the service over a three year period and focused on the tasks associated with each role within the service. Comparisons were also made against posts of similar grades within Children's Services in terms of tasks undertaken to ensure that tasks are comparable and the grades of posts reflect the duties required. The findings from the review will be implemented during 2014/15.

The YOS Management Team has also started to consult with staff regarding the current structure of the service. This is in recognition of the change in volume of work delivery in the YOS following the changes in out of court disposals.

When creating the content of this plan the YOS management Team consulted with staff members and their views have been incorporated into the commentary and priority actions. Members of the Local Management Board have also agreed this plan and on Page 32 the Chair of the Management Board has signed it off. The YOS will begin implementing the action plan from September 2014 onwards.

## Resources / Finance Value for Money

Responsibility for resourcing the YOS is shared between the Youth Justice Effective Practice grant, statutory partners' contributions, the grant from the PCC and the Youth Crime Prevention Fund grant. The PCC awarded the full amount from the transferred grant funds from the Home Office.

The YOS also oversees the local authority budgets provided to meet the costs of children and young people remanded to the secure estate, which from last year has been transferred in full to the local authority's following the enactment of provision within the LASPO Act 2012.

The following table summarises the total budget for 2014/15 and source of funding:

Agency	Staff Costs	Non Staff Costs	Total
Police	£119,498	£20,372	£139,870
Probation	£96,462	£16,444	£112,906
Health	£44,949	£7,663	£52,612

Local Authorities	£561,712	£95,759	£657,471
Youth Justice Board	£428,600	£73,066	£501,666
PCC Funding	£65,691	£11,199	£76,890
Other	£184,102	£31,385	£215,487
Contribution from Reserves	£67,623	£11,529	£79,152
Total	£1,568,637	£267,417	£1,836,054

## Structure and Governance

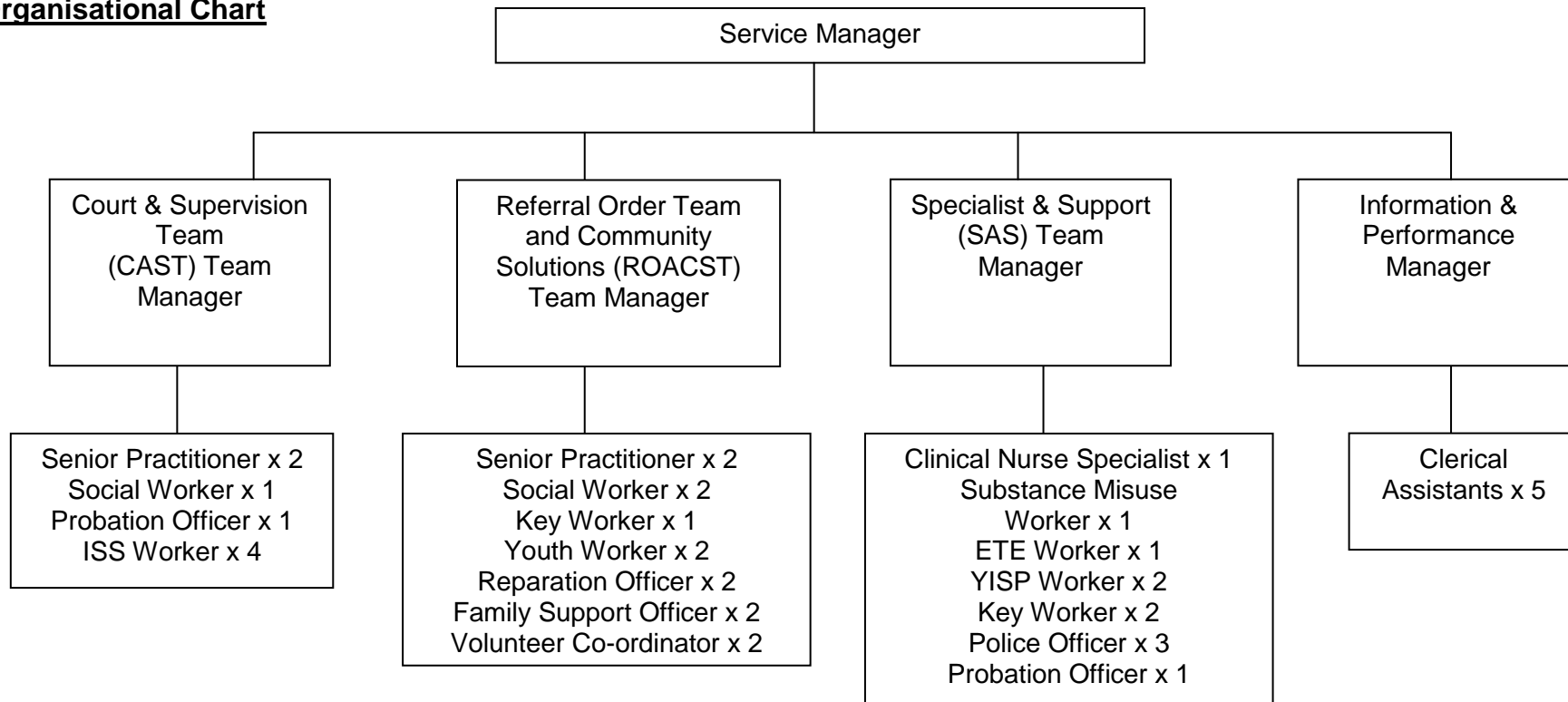
The YOS Local Management Board (LMB) provides governance to the YOS. The LMB is a high level strategic group made up of key officers that are responsible for the strategic management of services, which are designed to prevent and reduce youth crime and anti – social behaviour across both boroughs. The terms of reference for the Board were updated in April 2014 along with the creation of a Board Members Induction Pack. The membership of the Board is set out below:

Name & Title	Authority/ Organisation
Assistant Director, Children's Services	Blaenau Gwent County Borough Council (CBC)
Assistant Director, Children's Services	Caerphilly CBC
Service Manager	YOS
Corporate Director Social Services (Chair)	Caerphilly CBC
Mental Health Advisor	Aneurin Bevan Health Board
Finance Service Manager	Caerphilly CBC
Deputy LDU Head	National Probation Service
Service Manager, Inclusion Services	Caerphilly CBC
Community Safety Manager	Safer Caerphilly Partnership
Community Safety Manager	Safer Blaenau Gwent Partnership
Senior Education Welfare Officer	Blaenau Gwent CBC
Chief Inspector (Vice Chair)	Gwent Police
Performance and Information Manager	YOS

The YOS LMB is accountable to both local authorities Health, Social Care & Wellbeing Scrutiny Committee's, which the Chair or his representatives

attend. In addition, members of the LMB report to their own individual agency / body Scrutiny Groups. Arrangements to report on the performance of the YOS to Local Authority Members, Police, Probation and Health are carried out by the respective Agency representative. The YOS is positioned within both authorities Children Services divisions and reports to both Heads of Children's Services who are members of the LMB. The LMB meets quarterly and scrutinises the YOS performance and develops actions for improvement when necessary. The LMB takes an active role in ensuring the children and young people, and those at risk of entering the youth justice system, have access to universal and specialist services within the YOS areas and that partner agency's recognise and maintain responsibility for contributing to the reduction of offending by children and young people. This plan will be monitored by the LMB, which meets quarterly and there will continue to be a level of support and oversight from YJB Cymru. A YOS staff training plan will be developed to support the delivery of this plan.

### YOS Organisational Chart



Volunteers are an essential part of the service and the YOS recruit and train up to 80 volunteers every year for a variety of roles. Volunteers not only assist the YOS in supporting young people, their families and the victims of offending behaviour but they also support the YOS undertaking work in the communities they live in. Volunteers are currently recruited by the YOS in the following roles: Mentors, Community Panel Members, Appropriate Adults, Reparation Supervisors, Bureau Community Representatives and Restorative Justice Conference Facilitors.



## Review of the YJ Plan 2012 / 14

There were 24 actions in the improvement plan linked to the YOS 2012/14 Youth Justice Plan. Out of the 24 actions, 23 are fully completed and 1 remains an ongoing action for 2014/16. The outstanding action is in relation to the creation of a resource library to aid structured programme delivery. A task & finish group has been established, meetings have been held and an ongoing work programme developed.

## Short Quality Screening (SQS) Inspection

In June 2013 the YOS was subject to a Short Quality Screening (SQS) Inspection. The Inspectors stated that the YOS was “performing well”. The report found that YOS staff are highly motivated and spoke positively about the organisation and their contribution to the work. Considerable improvements had been made since the YOSs last inspection in 2010, in particular to the work to safeguard children and protect the public. Whilst the YOS recognises that there was only one area for improvement split into two sections, they had incorporated wider learning in to their Inspection Improvement Plan. The YOS also recognised the importance of maintaining, sustaining and improving the strengths identified in the Inspection findings. Considerable improvement was seen in the YOSs work to safeguard young people and protect the public and their assessments to reduce the likelihood of reoffending were “good” in all cases. Further areas of strength included the YOSs engagement with parents/carers and the Inspectors were pleased with the majority of cases in most aspects of the YOS work.

The improvement plan focused on two main areas. The first was “Reducing the Likelihood of Reoffending” with 4 actions identified of which all are completed. The second area was “Protecting The Public, Safeguarding and Ensuring The Sentence Is Served”, which had 10 actions identified, of which all are completed.

## Performance

The following presents information in relation to youth offending in Blaenau Gwent & Caerphilly for 2013/14

140 young people were convicted in 2013/14 responsible for 340 offences. The highest committed offence category was theft and handling (18.8%) followed by violence against the person (18.2%), criminal damage (15.8%) and public order offences (12.6%)

Majority of the convicted young people were male (84%). An average offence per young person was 2.88. Highest committed offences by female young people were violence against the person (7 out of 22) then theft and handling (5 out of 22) and public order (5 out of 22)

Most of the convicted young people were white (97%), and 1.5% were Asian and 1.5% were of mixed ethnicity.

There has been a reduction in convictions during 2013/14. Offences reduced from 627 in 2012/13 to 340 in 2013/14 and the number of young people entering the criminal justice system reduced from 336 to 140. This represents a 140% reduction in offending population during 2013/14.

There is a notable reduction in most offence categories. Violence against the person reduced from 128 in 2012/13 to 62 in 2013/14. Criminal damage offences decreased from 86 in 2012/13 to 54 in 2013/14. Drugs offences dramatically decreased from 55 in 2012/13 to 18 in 2013/14. Robbery offences rose from 3 in 2012/13 to 7 in 2013 /14 and fraud and forgery offences also rose from 3 in 2012/13 to 10 in 2013/14

Quarterly reports are submitted to the LMB regarding the progress made by the YOS and comparisons are made against Gwent and Wales for the National and Welsh indicators.

Regular updates and discussions on the YOSs performance form part of the LMB agenda and regular internal managers meetings focusing on performance are held within the YOS.

The performance of the YOS is discussed in the following subsections below and the most up to date information has been used to provide information and context around the performance indicators. Where possible the most recent data has been used however, some performance indicators are collated by PNC data supplied by the Police. Performance Data for 2011/12, 2012/13 and 2013/14 is presented below.

## First Time Entrants

### Performance Data

The YJB measures First Time Entrants (FTEs) per 100,000 of the local 10 to 17 year old population.

	Blaenau Gwent and Caerphilly YOS	Gwent	Wales
Rate per 100,000 of 10–17 population: Jan 2011 – Dec 2011	1,118	1,000	714
Rate per 100,000 of 10–17 population: Jan 2012 – Dec 2012	729	831	622
Rate per 100,000 of 10–17 population: Jan 2013 – Dec 2013	402	622	489
Percentage change from 2011 /12 to 2012 /13	-44.86%	-25.15%	-21.38%

### Context

Preventative work has resulted in a steady reduction in the number of young people coming into the youth justice system as First Time Entrants (FTEs).

This continues a 6-year trend in significantly decreasing FTEs in the YOS and across Gwent and Wales. The decline in the number of young people

coming into the youth justice system is most positive. Blaenau Gwent and Caerphilly YOS worked with 96 FTEs between January 2013 – December 2013; in Gwent the total reached 259 with Wales recording 1,386.

The significant reduction in FTEs can be largely attributed to the increase in the number of positive interventions as part of Restorative Justice Disposals (RJDs). During the period April 2012 to March 2013 there were 79 RJD referrals. The substantial total of 211 referrals in 2013/14 represents an increase of 167% and this is due in part to YOS awareness raising workshops with Gwent Police.

## **Strengths**

The YOS continues to evidence a continuous reduction in FTEs. The implementation of a Gwent Bureau model has aided this decrease through a partnership decision-making process and the use of Restorative Justice Disposals.

One of our prevention programmes within the YOS is Youth Inclusion Support Panel (YISP). The YISP programme seeks to prevent offending and anti-social behaviour by offering multi-agency support services to children aged 8-15. YISP ensures that children and their families receive access to early intervention, prevention and diversionary support as well as tailored educative, substance misuse, parenting, mental health and youth services.

The work undertaken by YISP contributes to the reduction in ASB locally, prevention of future victims, the reduction in young people entering the youth justice system and safer communities. Children and their families work with YISP on a voluntary basis for up to six months during which time they are encouraged to take responsibility for their actions, consider the impact their behaviour has on others and find solutions.

Any agency can refer to YISP, in line with agreed criteria. Once a referral and signed consent form is received, a YISP Key Worker is allocated. The programme begins with an initial assessment from which a plan is created with the child and parent. All plans are presented at monthly, multi-agency panels where partners discuss appropriate activities, interventions and allocate support and resources. The Key Worker will stay in regular contact with the child and family for up to 6 months; in this period, a review is conducted and an exit strategy is developed.

Typically, YISP works with up to 80 young people each year; on average, 60 of these are new referrals and 20 are open cases which transfer across financial years.

The Promise Project strives to work with young people, and their families, identified by the Police as causing anti social behaviour (ASB) within the community, and are potentially at risk of receiving an Anti Social Behaviour Order (ASBO) or entering the Criminal Justice System. The Promise Project relies solely on referrals from the Police and has worked closely with Gwent Police to establish strong communication links. The Promise Project has also focused on promoting the project at community and partnership events. Over the last two years, although there has been a steady decrease in the number of ABC referrals received, the YOS are actually working with more young people at this stage. This is partly explained by the focus on engagement, which has seen an increase from 73% in 2012/13 accepting YOS support to 92% in 2013/14.

The past two years has also seen a focus on offering Strike support. Strike support is a 12-week pre-ABC, preventative support programme. During this time the young person will work with a YOS Officer to address their ASB. The young person and family can also access extra support if needed from other members of the YOS team e.g. Substance Misuse Worker or Family Support. The young person can also have a Volunteer Mentor to help them

find constructive activities to help prevent further ASB. The number of young people being offered Strike support has doubled. Also, with a focus being on engagement, the YOS has seen an increase in young people accepting Strike support. In 2012/13, 33% of young people offered support engaged compared with 50% in 2013/14.

The effectiveness of this support is evidenced by the fact that in 2013/14 only one young person was granted an ASBO, compared with 11 young people being granted ASBOs/CRASBOs in the previous year. The YOS feel this success is down to the partnerships focus on offering young people support at an earlier age and stage of the ASB process.

The YOS is dedicated to offering support to young people at the earliest possible stage and this has been reinforced by the appointment of a Preventative Social Worker to work with young people at the early stages of the ASB process. The Promise Project is also attending 'chats' at local Police Stations, for young people to be given advice and information about ASB. Following on with this early prevention focus, the Promise Project has visited local schools to deliver ASB workshops, which educate young people on what ASB is and its consequences.

The ongoing recruitment and training of community volunteers remains an integral part of the Promise Project and the YOS currently has in excess of 50 volunteers trained and working with young people in a variety of roles.

The introduction of the Bureau model has seen a dramatic change in the type of work coming into the YOS. This change was monitored for 12 months to allow the new process to become embedded so as to inform any potential structure review. The YOS is considering its current structure and its future delivery needs

An additional strand to the YOS prevention agenda includes early intervention for those young people identified by social services as being at risk of Sexually Harmful Behaviour (SHB). YOS staff have been trained in the use of AIM2, a specialist assessment tool for SHB, which allows for early identification and prevention work to be completed. Social Workers and Educational Psychologists from both boroughs participated in the training with YOS staff.

#### **Areas for Improvement**

- It is anticipated that new anti social behaviour legislative changes will bring about the need for training and further development for YOS staff.
- In recognition of the increase in preventative work the YOS has identified the need to develop an overarching prevention strategy, which will take account of the following important strands of our work: YISP, Promise Project, RJD, AIM2 and working with young people who are Looked After.

## Reducing Re-Offending

### Performance Data

Rate of proven offending by young people in the Youth Justice system.

	Blaenau Gwent and Caerphilly YOS	Gwent	Wales
Frequency Rate after 12 months July 11 - June 12	0.86	0.99	1.07
Frequency Rate after 12 months July 10 – June 11	0.88	0.96	1.04
Frequency Rate after 12 months July 09 - June 10	0.83	0.89	0.97
	Blaenau Gwent and Caerphilly YOS	Gwent	Wales
Binary Rate after 12 months July 11 - June 12	32.2%	34.4%	36.7%
Binary Rate after 12 months July 10 – June 11	32.7%	34.1%	36.0%
Binary Rate after 12 months July 09 - June 10	31.2%	31.1%	33.8%

### Context

For the period July 2011 to June 2012 there has been a decrease in re-offending by young people in comparison with the same period in the previous year (0.5%)

Between July 2011 to June 2012, Blaenau Gwent and Caerphilly recorded an average rate of re-offending at 32.2.1%, compared with Gwent at 34.4% and the Wales average of 36.7%.

More significant increases in re-offending were seen in both Gwent and Wales over the same period resulting in Blaenau Gwent and Caerphilly having a lower re-offending rate than the average across Gwent and Wales.

The frequency Rate for Blaenau Gwent and Caerphilly was 0.86 and was lower than Gwent with 0.99 and Wales for 1.07.

There has been a reduction in the frequency rate from 0.88 to 0.84. Gwent and Wales have showed an increase 0.96 to 0.99 for Gwent and 1.04 to 1.07 for Wales

## Strengths

The implementation of the Gwent Bureau model in April 2013, as a result of the LASPO Act, aims to prevent the escalation of young people attending court. This allows the YOS to provide tiered and targeted interventions in a timely manner with the aim of reducing further offending behaviour.

All YOS staff has received training in the areas of Diversity and Speech Language and Communication needs. This will promote engagement and ensure the needs of all young people are being met and address risk areas.

The YOS has dedicated staff members trained in delivering a wide range of targeted and structured programmes aimed at reducing re-offending. This includes a Managing Anger Programme (MAP), Prevention of Burglary resource and Prevent, a tailored programme to tackle anti social behaviour.

Restorative Justice continues to remain a priority, which has resulted in increased victim satisfaction rates and positive outcomes for young people. The Restorative Justice grant from the YJB will allow further development in this area with staff and managers receiving enhanced training and funding being used to train foster carers and residential units.

Strong multi agency partnership links allow the service to provide crime prevention programmes in local communities, such as Kiddo's Choice, Phoenix Project and the Licence to Kill. The vast range of interventions available means the YOS can best reflect the preferred learning style of the young person.

In order to meet the assessed needs of young people, the YOS has dedicated specialist workers who can work directly with a young person on specific issues. This can relate to lack of constructive use of leisure time, therefore a referral will be made to a youth worker. Likewise, substance misuse and emotional or mental health issues can be assessed via our in-house substance misuse worker or Clinical Nurse Specialist (CNS). If a young person is not engaged in any form of education or training, the YOS has a dedicated worker who can offer support and increase motivation to engage in education/training/employment. It is recognised that an holistic approach needs to be adopted to best support a young person, therefore family support services are offered when needed via the YOS family support worker.

The development of exit strategies remains a significant strength for the YOS. This allows the young person to continue with the positive changes made after YOS intervention has ended, but they continue to feel supported in the community. It is imperative that the exit strategies are sustainable within the community.

The service has strong partnership links with children's services and the police. The YOS is represented at monthly Integrated Offender Management (IOM) and Priority Prolific Offender (PPO) meetings. Additionally, the service is represented within the Multi Agency Public Protection Arrangement (MAPPA) meetings. All of these connections ensure robust oversight of young people who are most at risk of re-offending.

The increased focus on the prevention and early intervention services, such as RJDs, means that young people are being diverted away from antisocial or criminal behaviour before they officially enter the criminal justice system.

The YOS recognises that in order to reduce re-offending rates an holistic approach is needed and in consultation with staff members, alternate therapies

and mindfulness approaches are starting to be embedded.

When a young person's intervention is due to come to an end, their views are sought via ViewPoint, an electronic database. Part of this survey relates to the young person reflecting on their perceived likelihood of re-offending and what elements of their lives have changed to ensure they do not offend again.

From June 2014 the YOS has been chosen to be a test site in partnership with the YJB for the Trauma Recovery Model (TRM). This programme is an attempt to bring together current understanding about young people who offend in order to create an applied intervention strategy for those with complex needs and prolific offending histories. The TRM draws on a range of psychological and criminological approaches, combining cognitive theories of child/adolescent development, attachment theory, desistance theory and emerging understanding on neurobiological development.

The YOS works closely with the National Probation Service in respect of youth to adult transfers. When a young person is approaching 18 years of age, their case is brought before the Integrated Offender Management panel for discussion regarding suitability for a transfer to adult services. There is much liaison and joint work between the 2 services to ensure that the young person is transferred without any detriment and identified needs are met. For example, a young person may receive a specific intervention via NPS but still have outstanding work to complete in the YOS. The Y2A partnership approach is proving helpful in reducing non-compliance and further offending due to young adults receiving on-going support during the transition phase of their supervision.

#### **Areas for Improvement**

- Looked after children continue to be at particular risk of involvement with the youth justice system, often for offences, which would not be reported to the authorities by a family. This disproportionality compounds the disadvantage of looked after young people and requires the YOS to examine its response in this area. The Restorative Justice grant received from the YJB will enable restorative practice to become more widely used with both foster carers and residential units. Alongside this approach a protocol is in draft form aimed at reducing the prosecution of Looked After Children.
- An ongoing priority for this Business Plan will be continuing to catalogue the resources held within the YOS. This will allow YOS staff members to deliver structured tailored programmes of work from a wide range of resources aimed at reducing re-offending.
- Although the YOS currently undertakes some group work sessions with young people, the service is aiming to increase group work activities for specific interventions.
- In order to adopt a more formalised approach to reduce the risk of re-offending the implementation of structured planning meetings, both internal and external needs further consideration for those young people deemed to be at most risk or considered vulnerable.

## Custody

### Performance Data

Young people receiving a conviction in court who are sentenced to custody – Frequency Rate

	Blaenau Gwent and Caerphilly YOS	Gwent	Wales
Custodial disposals 2013 /14	14	42	123
Custodial disposals 2012 /13	27	47	168
Custodial disposals 2011 /12	12	43	213

Young people receiving a conviction in court who are sentenced to custody – Binary Rate

	Blaenau Gwent and Caerphilly YOS	Gwent	Wales
Custodial disposals 2013 /14 Rate per 1,000	0.58	0.74	0.43
Custodial disposals 2012 /13 Rate per 1,000	1.12	0.80	0.58
Custodial disposals 2011 /12 Rate per 1,000	0.49	0.74	0.74

### Context

During the period 2012 to 2013 the Youth Offending Service had a considerable rise in the number of young people being sentenced to custody. Although there was a higher number of young people being sentenced in Crown Court for serious offences, the numbers of young people receiving custodial sentence in the Youth Courts also more than doubled during that period. A small number of young people received more than 1 custodial sentence during this period, each time receiving a sentence of no more than 2 to 3 months in custody, suggesting that custody was not a deterrent for further offending. This rise was not mirrored in neighbouring Gwent Youth Offending Services where numbers were falling, and it was the same for the whole of Wales during that year.

Following an analysis of data from the Youth Justice Board Cymru, an improvement plan was created and implemented in September 2013 to assist in reducing the number of young people receiving custodial sentences.

It is evident that the improvement plan resulted in fewer young people being sentenced to custody during the period 2013 to 2014, whereas neighbouring Youth Offending Services did not experience those same declines. This would further evidence that the YOS work was having a positive impact in reducing the use of custody for young people in Blaenau Gwent and Caerphilly



## Strengths

Through a "Custody Project" a number of actions were identified following review and evaluation resulting in a plan of recommendations, which is currently being progressed. One of the recommendations of the YOS "Custody Project" with the YJB in 2013 was to ensure that structure programmes of intervention were used and evidenced with children and young people. To ensure this happens the YOS has purchased and delivered the following;

1. Prevention Of Burglary package
2. Prevent – ASB package
3. MAP - Managing Anger Programme
4. Rapid English – communication course

The YOS has also strengthened all exit strategies for young people. Furthermore, there has been a strong focus on the resettlement needs of young people leaving custody as well as the increased use of Restorative Justice across all interventions delivered by the YOS.

The Youth Offending Services identifies what community support systems are in place for young people at the earliest opportunity, in preparation for when they leave custody. If a parent/carer is unable to meet the young person at the secure establishment on the day of release, then a member of the Youth Offending Service will meet the young person and transport either home to family, carers or to supported accommodation. A clear resettlement plan is drawn up with the young person to enable him/her to comply with licence requirement, the plan also offers additional voluntary support through contacts during the evening and weekends especially during the first few weeks of release from the secure estate. Robust resettlement plans with voluntary support, working with parents/carers, has shown a reduction in the gravity and rate of further offending for young people coming out of custody.

Blaenau Gwent and Caerphilly Youth Offending Service is the first in Gwent to have set up a Resettlement and Re-integration Panel, whereby representatives from various agencies oversee the prospective resettlement plans for young people due to leave custody, and review the plans for those young people who are on licence in the community. The panel allows for agencies to offer further support where required and continue this support as part of an exit strategy for young people who may struggle to maintain progress and commitment without appropriate resources.

Compliance panels are now held in all cases where a young person has missed 2 National Standard appointments. The panel is used to prevent, as far as possible, breach action being taken and the young person possibly returning to custody for failure to engage. The YOS strives to meaningfully engage young people in programmes of work to prevent further offending and successfully re-integrate a young person into the local community. Compliance panels seek to resolve the difficulties young people may have in complying with the conditions of their licence or order.

The use of remands (youth detention accommodation) has also reduced considerably over the last 18 months. The YOS is able to provide robust bail support packages, which also includes Intensive Supervision and Surveillance, to enable a young person to remain in the community whilst on bail. The YOS continues to closely monitor the use of remands and works in partnership with the HMCTS (Her Majesty's Court and Tribunal Services) and Crown Court Services to ensure that Youth Detention Accommodation is only used in circumstances where custody is inevitable.

In its aim to reduce the use of custody, the YOS will strive to continually improve and maintain an excellent quality of our reports and service delivery in the courts.

## Areas for Improvement

- Continue to achieve the objectives as set out in the YOS Custody Project's Improvement Plan to prevent all young people from receiving a custodial sentence if they are not a significant risk to the community and/or their offence was not of a very serious nature.
- To reduce re-offending, use of custody and returns to custody.
- To ensure that custody is safe and effective for the young person and is only used as a last resort.
- To consistently and robustly review Pre-Sentence Reports if a young person is sentenced to custody to ascertain any areas for improvement. This will also be mirrored in relation to providing bail support package to prevent the use of remands.
- To work with partner agencies in providing interventions in the community to prevent custody and reduce re-offending by young people. This is specifically in relation to improving training and employment opportunities for young people who have a criminal record and / or have just come out of custody.
- Work with partner agencies in sourcing and improving the provision of suitable accommodation in the community.
- Increase the number of young people who are willing to meet with victims, in order to actively encourage and support young people to take part in opportunities to apologise, or make recompense to the victims of their offending behaviour.

## ETE

### Performance Data

#### Engagement in education, training and employment for young people who are of statutory school age

		Blaenau Gwent and Caerphilly YOS	Gwent	Wales
2013/14	Number of YP of statutory school age	22	88	410
	Average no. of hours in ETE per YP – start	12.4	17.9	18.2
	Average no. of hours in ETE per YP – end	18.2	19.7	18.4
	Percentage change in ETE hours	46.5%	10.3%	1.2%
2012/13	Number of YP of statutory school age	51	157	582

	Average no. of hours in ETE per YP – start	13.9	17.6	19.2
	Average no. of hours in ETE per YP – end	17.5	20.2	20.3
	Percentage change in ETE hours	25.9%	14.7%	5.9%
2011/12	Number of YP of statutory school age	38	118	651
	Average no. of hours in ETE per YP – start	18.0	17.7	19.6
	Average no. of hours in ETE per YP – end	19.0	19.1	20.8
	Percentage change in ETE hours	5.4%	8.2%	5.9%

**Context Statutory school age**

During 2013/2014, the YOS recorded a reduction of over 100% in the number of young people of school age who received statutory orders. Whilst this is pleasing to note, it is of concern that this group averaged only 12.4 hours in education per week, which is just below 50% of the statutory requirement and their entitlement. At the end of YOS intervention, even though this figure had increased by 46.5%, Blaenau Gwent & Caerphilly performance remained behind that of Wales. However, it is significant that numbers of young people in this category are relatively low (the general age of the client group is rising) and this means that the status of one individual can have a disproportionate impact on the overall figures.

**Engagement in education, training and employment for young people who are above statutory school age**

		Blaenau Gwent and Caerphilly YOS	Gwent	Wales
2013/14	Number of YP above statutory school age	79	189	723
	Average no. of hours in ETE per YP – start	11.5	8.9	11.9
	Average no. of hours in ETE per YP – end	12.9	10.9	13.8
	Percentage change in ETE hours	12.0%	22.4%	16.1%
2012/13	Number of YP above statutory school age	108	279	1,041
	Average no. of hours in ETE per YP – start	10.7	10.3	11.7

	Average no. of hours in ETE per YP – end	11.4	11.1	13.0
	Percentage change in ETE hours	6.5%	8.5%	11.1%
2011/12	Number of YP above statutory school age	135	341	1,345
	Average no. of hours in ETE per YP – start	12.2	10.6	12.0
	Average no. of hours in ETE per YP – end	10.9	10.5	13.4
	Percentage change in ETE hours	-10.8%	-1.1%	11.7%

### **Context Above statutory school age**

Post 16 performance in Blaenau Gwent & Caerphilly YOS saw a slight improvement during 2013/2014 bringing it in line with that of Wales. However, evidence indicates a lower engagement rate for the young people in this category. This client group may also move between school, employment and training providers and there will be variance in the number of hours achieved. The major area for concern continues to be the starting point for young people entering the YOS rather than the work that the YOS itself undertakes.

### **Strengths**

Improvements have been realised in the number of hours achieved by children and young people of school age. The YOS works closely with partners in both education authorities to enable each child to receive an appropriate entitlement of 25+ hours education per week. From September 2013, Caerphilly's education department has dedicated time from the portfolio of a behaviour support worker, to improve links and attainment of young people involved with the YOS. The impact of this worker's role will be evaluated throughout the year but early indications are positive. In Blaenau Gwent, the Senior Education Welfare Officer undertakes this role. To date, the following improvements have been evidenced:

- The number of hours in education per week young people working with the YOS achieved at the end of their orders/interventions
- The number of Individual Learning Plans created for young people working with the YOS
- Regular input to monthly YISP panels and ASB groups

Good partnership working with Careers Wales, post 16 training providers, further and higher education continues to improve ETE destinations during YOS interventions. Young people who lack confidence in communicating and who also have poor levels of literacy have been able to work on these issues using a programme called "Rapid English." The programme includes assessment and helps to increase confidence and enjoyment via improved communication. The programme is being developed and will be monitored and evaluated in stages.

## Areas for Improvement

- Whilst the contribution of partners to the pre 16 agenda is necessary and greatly valued, a dedicated education worker is essential to improve and sustain work in this performance area long term. Benefits have already been achieved post 16 with the introduction of a dedicated worker. The realisation of such a post will be scoped across partnerships and external funding; this will feature as a priority for 2014/2015.

## Accommodation

### Performance Data

Access to suitable accommodation		Blaenau Gwent and Caerphilly YOS	Gwent	Wales
2013/14	Number of YP with closed disposals	102	263	1,148
	Suitable accommodation before the start	102	256	1,111
	Suitable accommodation at the end	98	246	1,084
	% point change all sentences: start versus end	-3.9%	-3.8%	-2.4%
2012/13	Number of YP with closed disposals	161	467	1,726
	Suitable accommodation before the start	160	445	1,651
	Suitable accommodation at the end	155	434	1,619
	% point change all sentences: start versus end	-3.1%	-2.4%	-1.9%
2011/12	Number of YP with closed disposals	188	468	2,007
	Suitable accommodation before the start	181	453	1,908
	Suitable accommodation at the end	184	446	1,897
	% point change all sentences: start versus end	1.6%	-1.5%	-0.5%

## Context

The safe and stable accommodation needs of children and young people involved with the YOS are a partnership responsibility, which partners do evidence through effective resource allocation. When the YOS reviewed their accommodation outcomes for cases that are deemed unsuitable, due to the way the measure is recorded, it evidences that the cases are either due to children and young people being on remand or due to children and young people refusing accommodation and support despite it being put in place by Social Services.

## Strengths

During 2013/14 the YOS signed a service level agreement with Caerphilly County Borough Council allowing urgent access to their Immediate Response Team (IRT) to enable priority services to be dedicated to maintain children and young people in their home environment.

The Youth Offending Service has good partnership links established with local housing authorities and children's services departments in both Blaenau Gwent and Caerphilly. Referrals to relevant services are acted upon swiftly and suitable accommodation is always provided for children leaving custody.

The Youth Offending Service attends Homelessness Forums in both Boroughs, whereby all relevant agencies attend and focus upon need, capacity and find solutions to presenting difficulties. There is particular focus upon the needs of young people and supported accommodation. Consequently, the Youth Offending Service works closing with Children's Services' Leaving Care Teams as well as Supporting People partnerships.

No young person under the age of 18 years is placed in accommodation where support is not offered or available.

## Areas for Improvement

- To ensure all YOS staff use YOS resources to support young people to remain in their home environments when safe to do so.
- Working with partner agencies to improve provision of accommodation to meet the needs of young people in respect of wider placement options and support options for young people who have offended.
- Assisting partner agencies in sourcing suitable accommodation closer to a young person's home area and network can be a safeguard and help prevent further offending and a return to custody.
- Helping raise awareness and support for single occupancy accommodation for young people, especially those young people who are moving on from supported accommodation
- Working in partnership with agencies to have named accommodation for a young person prior to the day he/she is released from custody. This would greatly assist young people with their resettlement and help allay any anxieties on the day of release.

## Substance Misuse

Performance Data				
Access to appropriate specialist assessment and treatment services		Blaenau Gwent and Caerphilly YOS	Gwent	Wales
2013/14	Number of YP requiring assessment	26	76	543
	Number commencing within 5 days	23	72	491
	% Commencing within 5 days	88%	95%	90%
	Number of YP requiring treatment	26	55	506
	Number commencing within 10 days	26	54	489
	% Commencing within 10 days	100%	98%	97%
2012/13	Number of YP requiring assessment	58	99	657
	Number commencing within 5 days	57	94	574
	% Commencing within 5 days	98%	95%	87%
	Number of YP requiring treatment	52	83	590
	Number commencing within 10 days	52	79	548
	% Commencing within 10 days	100%	95%	93%
2011/12	Number of YP requiring assessment	54	93	771
	Number commencing within 5 days	54	93	671
	% Commencing within 5 days	100%	100%	87%
	Number of YP requiring treatment	46	74	635
	Number commencing within 10 days	46	74	597
	% Commencing within 10 days	100%	100%	94%

**Context**  
 Between 2010-2012, all substance misuse assessments were commenced within the 5-day target and exceeded the Wales average. However, 2012-2013 saw a dip to 98% and a further drop to 88% in 2013-2014. The most recent figure reflects a 9-month period when the YOS Substance Misuse

Worker post was vacant. Whilst YOS workers were able to submit referrals for assessment to the weekly Joint Allocation Meeting (JAM), there was no imperative on local community-based services to work to the 5-day target

The dedicated Substance Misuse Worker post in the YOS was filled in mid May 2014

### **Strengths**

In relation to treatment targets, the YOS maintained an excellent 100% target. The YOS substance misuse worker provides assessment and treatment for Tier 1 and Tier 2 services only.

The YOS substance misuse worker has a key role at the weekly Joint Allocation Meeting (JAM), which is the single referral route for young people to access substance misuse services across the boroughs. The post holder also sits on the local Substance Misuse Action Team (SMAT), which is a multi agency partnership strategic group which commissions, monitors and evaluates substance misuse services.

### **Areas for Improvement**

- The Substance Misuse Worker will be supported to expand his professional network and knowledge. This will ensure that he keeps abreast of trends, new substances and new intervention resources for working direct with children and young people.
- The Substance Misuse Worker will ensure that the staff group is advised of trends and new substances.
- Taking account of the increase in early intervention and prevention work, resources will be reviewed to identify where there may be gaps in provision.

## **Safeguarding**

### **Performance Data**

During the period April 2013 to March 2014 the YOS completed a total number of 564 initial assessments. Of these initial assessments there were 11 young people were assessed as high vulnerability, 98 as medium, 263 as low and the remaining 192 were assessed as not having any vulnerability or safeguarding needs.

### **Context**

The YOS is located within Caerphilly County Borough Children Services Directorate and follows the all Wales child protection procedures to ensure robust joint management of cases the YOS has a service level agreement in place with both Caerphilly and Blaenau Gwent children services departments.



The YOS has stringent procedures in place to identify and assess need in relation to safeguarding young people who are involved with the service. Cases are discussed in supervision and there is a clear understanding, which is shared between all staff, regarding the referral process for social services intervention.

During 2013/14 the YOS submitted two Community Safeguarding and Public Protection Incidents (CSPI) to the YJB for safeguarding concerns, both resulted in a Critical Learning Review and the findings focussed on areas of improvement for partner agencies regarding communication and internal processes for the management and sharing of information.

### **Strengths**

The YOS Service Manager sits on the regional safeguarding board and represents all three Gwent YOSs.

All staff have now undertaken Safeguarding training in respect of identifying vulnerabilities and completing a Vulnerability Management Plan. The training also highlighted the need to evidence how vulnerability impacts on offending behaviour and is considered in all sections of an assessment.

The plans include safeguarding interventions and YOS involvement is linked to the plan to evidence work being carried out.

Diversity training as well as Speech Language and Communication training, has been attended by all staff. Diversity needs are now evidenced in all assessments and considered in all plans.

Training to access Children's Social Services' databases of both Boroughs (Blaenau Gwent and Caerphilly) has now been completed and all staff undertaking assessments.

In early 2014, both Boroughs were subject to an inspection of Looked After Children's cases, many of which included young people who are or who have been open to the YOS. Consequently, the YOS management team, supported by Senior Practitioners conducted safeguarding audits on all relevant cases in preparation for the Inspection.

YOS Team Managers carry out monthly checks to ensure that vulnerability management plans are completed and reviewed in a timely manner.

Level 1 Safeguarding training is delivered to all staff and volunteers within the YOS by the Volunteer Co-ordinators.

Provided risk and safeguarding overview training for Team Managers linked to oversight of risk documentation and practices.

### **Areas for Improvement**

- To continue to identify all children and young people who are vulnerable to harm from their own behaviour and to that of others and to take actions to reduce their vulnerability and keep them safe.

## Public Protection

### Performance Data

During the period April 2013 to March 2014 the YOS completed a total number of 564 initial assessments. Of these initial assessments 15 young people were assessed as high risk of serious harm, 44 as medium, 133 as low and the remaining 172 were assessed as not having any vulnerability or safeguarding needs.

### Context

The YOS work is informed by a number of policies and procedures this includes the internal YOS risk management policy, MAPPA guidance and enforcement procedures. Risk of harm is identified by completion of an assessment, which can trigger a further assessment for Risk Of Serious Harm (ROSH). The YOS has good working relationships with key partners who assist in the managing and reducing the young persons risk of serious harm. Furthermore the YOS has strong links to IOM and the management of domestic abuse. Young people assessed as presenting as high risk of serious harm are supervised at an intensive level.

### Strengths

Victim Safety Assessments have been developed and are now included in all victim work and referenced in risk management plans.

AIM 2 Training in respect of young people under the age of 12 who display sexually harmful behaviour has now been completed by a number of staff within the YOS. Additional places were also funded by the YOS for staff within Children's Services and Local Education Authorities in both boroughs and this has strengthened and improved joint work in this specialist area.

Risk Management training has been provided in-house in respect of identifying categories and levels of harm. This has improved the quality and completion of risk management plans by staff. The plans note what actions are required by YOS and external agencies in order to manage and reduce those identified risks.

YOS Team Managers carry out monthly checks to ensure that risk management plans are completed and reviewed in a timely manner.

Diversity training, as well as Speech Language and Communication training, has been attended by all staff. Diversity needs are now evidenced in all assessments and considered in all plans.

Training to access Children's Social Services' databases of both Boroughs (Blaenau Gwent and Caerphilly) has now been completed.

Robust information sharing protocols and Service Level Agreements are reviewed on a regular basis to ensure and strengthen YOS work with partners.

## Areas for Improvement

- Identity and refer young people who are perpetrators of domestic abuse and refer them to the Youth Respect programme
- To robustly supervise children and young people who pose a risk of harm to others towards the successful completion of interventions and achieve a reduction to the risk they pose

## Restorative Justice

### Performance Data

During the period April 2013 – March 2014, 374 victims of youth crime were identified and 238 of this group chose to participate in some form of restorative work. This equates to an engagement rate of 63.84%. Of the 238 participants 178 completed our feedback questionnaire; 78.72% of this group reported that they were “Very Satisfied” with the service and 21.28% reported being “Satisfied” with the service.

During 2012/14 the YOS trained 30 staff with regard to understanding the “Principles of Restorative Justice”. The YOS then trained 14 staff in “Restorative Justice Conference Facilitation” with 6 of the aforementioned staff going on to complete the “Train the Trainer” element of this training.

Alongside the staff training the YOS also trained 49 community volunteers (including all Panel Members) in “Restorative Justice Conference Facilitation”.

Due to the increased number of Restorative Justice Disposals, the implementation of the Gwent Bureau process and an increase in the number of victims engaging with restorative justice approaches the YOS dedicated an additional worker to undertake the role of Victim Liaison Officer to increase the resource by 100%.

### Context

The YOS works strictly to the Victims Code Of Practice 2013 and the principles of Restorative Justice. The YOS also always ensures it meets the minimum standards set out in the Police and Crime Commissioner for Gwent Victims’ Charter. The YOS Victim Liaison Officers identifies victims of youth crime and contacts them to provide opportunities for victims, young people and the community to communicate and agree how to deal with an incident.

The *‘Breaking the Cycle’* Green Paper placed great emphasis on increasing the opportunities to use Restorative Justice approaches in the criminal justice system, whilst encouraging victim participation, in order to achieve positive outcomes.

The YJB are keen to ensure quality delivery of Restorative Justice whilst at the same time improving access to services for victims across the youth

justice system, not only with the Referral Order but also within out of court disposals, other community orders, custody and resettlement.

To achieve this aim the YJB provided a grant to all YOSs to commission enhanced Restorative Justice training. The YOS has fully utilised the grant and has identified a work programme for subsequent grants received for 2014/15.

### **Strengths**

Dedicated 2 Victim Liaison Officers to manage capacity to ensure all victims of youth crime receive a quality service.

Victim safety assessment process developed for completion with every victim of youth crime

Signed a Wales SLA with Victim Support

Utilised the YJB 2013/15 Restorative Justice Development Grant to commission enhanced Restorative Justice training for staff and volunteers.

Provided further Restorative Justice training for staff regarding complex cases and the role of management oversight.

### **Areas for Improvement**

- To introduce victim case audits as part of the self-assessment process.
- To review literature provided to victims so as to ensure the information reflects RJ and provides the details needed.
- Review the YOS compliance against the Code of Practice of Victims of Crime 2013.
- Continue to utilise the YJB 2014/15 Restorative Justice Development Grant to commission enhanced Restorative Justice training for staff and volunteers.
- Work towards achieving the Restorative Justice Council Restorative Services Quality Mark.
- Provide training for the two Victim Liaison Officers on working with victims of sexually harmful behaviour

## Risks to future delivery

Whilst funding has been confirmed for 2014/15 it is difficult to predict future delivery of YOS services in the current financial climate.

The YOS budge is heavily dependent upon the good practice development grant from the YJB. If this is reduced in the near future it will have a substantial impact on service delivery.

The reallocation of remand budgets to the local authorities has been based on previous years usage however it remains difficult to predict future instances of Youth Detention Accommodation remands therefore any “spikes” in usage may place additional pressure on the local authorities resources.

The Gwent PCC has developed a commissioning process to manage all funding streams within his remit. The YOS will need to be proactive within this commissioning process to maintain its current funding level whilst accessing any opportunities it may present for additional funding.

## Delivery Plan

### REDUCING FIRST TIME ENTRANTS

PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT	LEAD	DEADLINE
To implement training and manage the change in relation to the new anti social behaviour legislative changes	Team Manager, ROACST	31.01.15
To develop an overarching prevention strategy, which will take account of the following important strands of our work: YISP, Promise Project, RJD, AIM2 and working with young people who are Looked After.	Team Managers, ROACST & SAS	30.04.15

### REDUCING RE-OFFENDING

PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT	LEAD	DEADLINE
To move forward with a reference resource library of interventions available to target identified needs. Following on from this resource library, a staff development event to promote and utilise all available resources.	Service manager	31.03.2015
Finalise and implement protocol for ‘Reducing the Prosecution of Looked After Children’	Service Manager	31.03.2015
To increase the provision of appropriate group work interventions	Team Managers	31.03.2015

To ensure that initial planning meetings are structured at the start of every intervention	Team Managers	31.12.2014
<b>REDUCING THE USE OF CUSTODY</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
Continue to achieve the objectives as set out in the YOS Custody Project's Improvement Plan to prevent all young people from receiving a custodial sentence if they are not a significant risk to the community and/or their offence was not of a very serious nature.	Team Manager CAST	31.10.2014
To ensure that custody is safe and effective for the young person and is only used as a last resort.	Team Manager CAST	30.09.2014
To work with partner agencies in providing interventions in the community to prevent custody and reduce re-offending by young people. This is specifically in relation to improving training and employment opportunities for young people who have a criminal record and / or have just come out of custody.	Team Managers	30.09.2014
Increase the number of young people who are willing to meet with victims, in order to actively encourage and support young people to take part in opportunities to apologise, or make recompense to the victims of their offending behaviour.	Team Managers	31.12.2014
To consistently and robustly review Pre-Sentence Reports if a young person is sentenced to custody to ascertain any areas for improvement. This will also be mirrored in relation to providing bail support package to prevent the use of remands.	Team Manager CAST	31.12.2014
<b>EFFECTIVE SAFEGUARDING</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
To continue to identify all children and young people who are vulnerable to harm from their own behaviour and to that of others and to take actions to reduce their vulnerability and keep them safe	Service Manager, Team Managers and wider staffing group	30.09.2014
<b>EFFECTIVE MANAGEMENT OF SERIOUS HARM</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
Identify and refer young people who are perpetrators of domestic abuse and refer them to the Youth Respect programme	Team Managers and wider staffing group	31.03.2015
To robustly supervise children and young people who pose a risk of harm to others towards the successful completion of interventions and achieve a reduction to the risk they pose	Team Managers and wider staffing group	30.09.2014

<b>RESTORATIVE JUSTICE</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
Undertake a compliance review against the new Code Of Practice for Victims of Crime 2013.	Service Manager	30.09.2014
Ensure all YOS staff are trained in Restorative Justice Facilitation and any newly recruited panel members are trained in RJ principles. Staff training event booked for October 2014 and panel member training booked for June 2014	Team Manager, ROACST	30.11.2014
Work towards achieving the Restorative Justice Council Restorative Services Quality Mark.	Team Manager, ROACST	31.12.2015
Research and develop a victim case audit tool to ensure quality of victim services.	Team Manager, SAS and VLOs	31.12.2014
Review the YOS victim services leaflets	Team Manager, SAS and VLOs	31.10.2014
Provide training for the two Victim Liaison Officers on working with victims of sexually harmful behaviour	Team Manager, SAS and VLOs	31.01.2015
<b>SUBSTANCE MISUSE</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
Support the YOS Substance Misuse Worker in maintaining current knowledge regarding new substances to inform practice and cascade information to wider YOS staffing group	YOS Substance Misuse Worker and Team Managers	28.02.2015
To ensure all YOS staff share, with young people and families, the local educational resource entitled "the Good Drug Dealer" to highlight the consequences of substance misuse	Team Managers	31.03.2015
Review current YOS substance misuse intervention resources and identify any gaps in provision	YOS Substance Misuse Worker and Team Managers	31.03.2015
<b>ACCOMMODATION</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
Working with partner agencies to improve provision of accommodation to meet the needs of young people in respect of wider placement options and support options for young people who have offended.	Team Managers	31.03.2015
To ensure all YOS staff use YOS resources to support young people to remain in their home environments when safe to do so.	Team Managers and wider staffing group	30.09.2014
Help raise awareness and support for single occupancy accommodation for young people, especially those young people who are moving on from supported accommodation	Team Managers and wider staffing group	31.12.2014

Working in partnership with agencies to have named accommodation for a young person prior to the day he/she is released from custody. This would greatly assist young people with their resettlement and help allay any anxieties on the day of release.	Team Managers and wider staffing group	31.12.2014
<b>ETE</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
To pursue funding opportunities with partners to increase the education achievements of children and young people across the YOS footprint	Team Manager SAS	30.09.2015
To continually source sustainable provision and exit strategies within the community for young people aged 16+	Team Manager SAS and wider staffing group	31.03.2015
<b>OTHER</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
Prepare for and implement the new case management system (Childview) within the YOS	YOS Management Team and wider staffing group	31.12.2014
Develop and deliver a comprehensive staff training plan for 14/16 to meet identified training needs across the service	YOS Management Team and wider staffing group	31.03.2016
Implement the findings from future Thematic Inspections	YOS Management Team and wider staffing group	31.03.2016
Implement the findings of the 2014 Administration review	YOS Management Team	30.09.2014
Undertake a review of the current structure of the YOS	YOS Management Team and wider staffing group	31.09.2014
Implement a new assessment planning, intervention and supervision framework and its associated tools (AssetPlus)	YOS Management Team and wider staffing group	31.03.2016

### Local Management Board Chair

Name	Signature	Date
Mr David Street		