

FLINTSHIRE INTEGRATED YOUTH PROVISION
Flintshire Youth Services and Youth Justice Service
2014 - 2018

"Delivering Together"



"All Flintshire young people will be supported to be safe, healthy, reach their potential and be free from disadvantage and inequalities of opportunity"



Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board



Fflint a
Wrecsam



Flintshire Local Voluntary Council
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FOREWORD

On behalf of Integrated Youth Services in Flintshire, we welcome you to 'Delivering Together, 2014 – 2018' the first integrated youth offer plan for Flintshire. The plan is relevant to all young people aged 11 – 25, and their families and those services and organisation who work with them.

'Delivering Together' recognises the value and role of open-access youth work provision; promotes a stronger connection between youth work provision and formal education; identifies the need for closer working between statutory and voluntary youth work organisations; and identifies the need to significantly strengthen the evidence base on the impact of youth work. Youth engagement and employment are at the heart of current government policies both in Wales and across the UK. Policy frameworks including Communities First, Families First, Youth Justices and The National Youth Service Strategy for Wales (2014) have combined to reiterate the value and role of youth and community work outcomes for young people and for society.

The Welsh Government, national and local voluntary organisations, as well as local authorities, will need to work together to successfully implement the identified actions and drive the youth work collaborative offer forward. As we go forward it is important that open-access provision is used to effectively connect young people with more targeted or specialised support where this is appropriate to achieve this. Statutory and voluntary providers need to take their collaborative working to new levels, maximising the impact of limited resources and ensuring best value for money and best outcomes for young people. We will support young people aged 11 to 25 years, by ensuring the provision of our universal, targeted and specialist interventions. All relationships with young people will be based on voluntary engagement and will offer young people support services at times and locations to suit their needs, in places where they want to be, not necessarily always within a building. Our detached team will support this.

Much has been achieved in recent years through targeted prevention programmes and restorative alternatives to charging. The number of first time entrants into the youth justice system continues to fall and the number of children and young people in custody are the lowest ever recorded being 50 in March 2013. Young people involved in persistent offending and risky behaviours are overwhelmingly the most vulnerable and victimised young people. They require support in order to prevent them from further offending and it is for this reason the Welsh Government is working to ensure better support for those young people who reoffend. We recognise in Flintshire that we need to work together to help to change perceptions of young people who offend, to ensure that they are not considered to be "less deserving" and to better understand the needs of these often troubled, vulnerable young people and how their self-belief, skills and achievements can be encouraged to maximise their potential.

We have improved our use of population and management data so that we can make better informed decisions about priorities, e.g. utilisation of the Vulnerable Families mapping data and existing education and health data. By now combining the Youth Services universal offer and the Youth Justices service offer to form the Integrated Youth Provision offer, we can build further on this work and continue to improve practice, learning and outcomes in Flintshire.

DELIVERING TOGETHER

The Children and Young People's Partnership Plan (Making a Positive Difference 2011 – 2014) and the previous Youth Justice plan both set strong foundations for collaborative working practices within Flintshire and with our regional partners. We are delivering improved outcomes for our children and young people, as evidenced by recent positive inspection reports and external assessments and recognition of notable practice. We have now strengthened our collaborative working approach to enable all organisations and individuals to understand how the following vision can be delivered within times of restricted budgets:-

Our vision as a blueprint for delivery is...

"All Flintshire young people will be supported to be safe, healthy, reach their potential and be free from disadvantage and inequalities of opportunity"

We will ensure that we support and contribute to the Five Tier model of engagement for the Youth Engagement and Progression Framework (2014). The Integrated Youth Provision for Flintshire will support all tiers as appropriate; however, the focus will be on Tier 2 as explained in the framework model detailed in the Appendix 5 - Youth Engagement and Progression Framework.

The new *Youth Engagement and Progression framework* opens the way for the contribution of youth work organisations to be better connected with broader support services. We look to the implementation of this strategy to underpin delivery of the *Youth Engagement and Progression Framework*, and in so doing we support a more consistent and integrated offer to ALL young people including our young people with a disability.

On that basis, we expect this strategy to support a sustained reduction in young people who are not in education, training or employment, be that as a result of education, health or other related interventions and support by various sectors.



The important thing being that the positive outcome is achieved for the young person, no matter which agency leads or which agencies contribute.

DELIVERING TOGETHER

We are supported in our 'Delivering Together' plan by our strategic partners and our Chief executives, Chief Officers, Elected members, staff teams, volunteers and our young people's groups. This helps to keep us grounded and on track to deliver what is needed most for our young people today.



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All Flintshire Young People
All Integrated Youth Services Provision
staff and volunteers.

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INTRODUCTION

Governance and accountability

Local Service Board (LSB) role for supporting delivery of 'Delivering Together 2014 – 2018'

All organisations that provide services which affect the lives of our Flintshire young people come together in the Local Service Board for Flintshire (LSB). The LSB for Flintshire includes Local Authority, Health, Police /Fire services, Education, employers and Public Health Wales. The purpose of the LSB is to improve outcomes for all, including young people. The work of all organisations who deliver support and services to young people, are therefore, governed and monitored through their membership of the LSB who have ultimate accountability for outcomes being delivered to our young people in Flintshire.

Integrated Youth Provision Plan 2014 - 2018?

The Delivering Together Plan – this document – records what work needs to be done, and by whom, to achieve improved outcomes for our Flintshire young people.

The Welsh Government (WG) has developed a National Youth Work Strategy for Wales for 2014-2018, supporting young people to reach their potential and live fulfilled lives (April 2014). The Welsh Government/Youth Justice Board have introduced a joint strategy 'Children and young people first'. (July 2014). Both strategies now set out the direction for youth work organisations for the next four years.

Our Proposed Operating Model

The focus of our model will be to maximise high quality service delivery and value for money through joint commissioning and delivery of services.

Commissioning will be led by a small experienced and skilled strategic management team. Delivery will be supported by officers with the highly developed specialist skills to support vulnerable young people and commissioned youth work projects through 3rd sector and other partnerships. This will enable all agencies and sectors to contribute their strengths, coordinate their work and expand overall provision for young people in Flintshire.

The emerging community asset transfer programme will enable the process of service modernisation to continue. Youth Service skills and provision are based around direct work with young people. Youth Work can take place in detached youth work projects or in a range of community and service settings. Less reliance on underused dedicated buildings allows additional resources to be released for youth work. This approach also promotes innovative agile responses via our detached workers and enhances our ability to deliver where and when need is evidenced. Conversely, even the busiest youth buildings can be made available for other valued community uses contributing income.

More detail is available through the Education & Youth Business Plan and a separate updated appendix on current service provision in each locality.

A WINDSCREEN MODEL OF DELIVERY

We have worked with young people to develop the diagram below which visually explains how our integrated service provided Universal, Targeted and Specialist provision e.g.

Universal Open access Youth Services and early prevention approaches

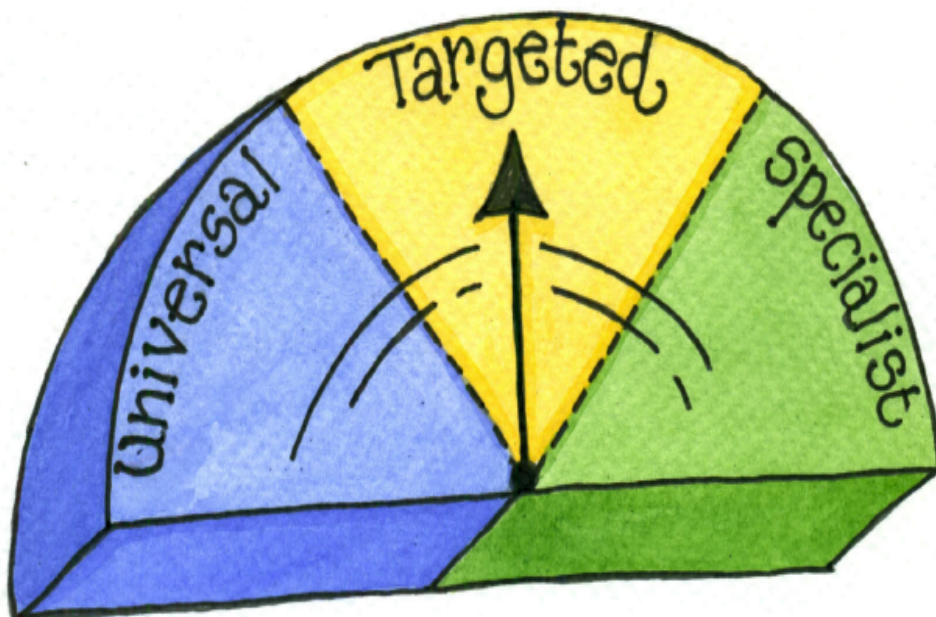
Targeted Support for young people with particular identified needs

Specialist High level intense specialist support as appropriate

Young people can easily move through the levels of provision as a progression, or they may need to have particular needs met by having a holistic package of services from each segment to enable them to have the best opportunities to thrive and to enable all services to be effective. Each element of Youth Services provision i.e. Universal, targeted and specialist has its role to play and each transition point is different for every individual.

By working collaboratively as providers we aim to offer the best fit for each individual, which in turn will contribute to our overall strategic aims and for individual positive outcomes for young people in Flintshire and enable and ensure that services collaborate to deliver together.

Our model has been developed by young people to clearly communicate key concepts to all stakeholders.



Fulfilling our responsibilities

Introducing our new bilingual integrated Youth Provision Logo, this visually includes and engages all partners and will be used to promote our plan.



In developing and delivering on the outcomes within the strategy we will recognise and will respond to our statutory responsibilities within the Equality Act 2010. In addition, we will ensure that the commitments made within their own Welsh Language Schemes are complied with, and support the Welsh Government vision for the Welsh language (2010¹) and the Welsh Language Measure (2010). We are committed to children and young people's rights, as outlined in the UN Convention on the Rights of the Child (UNCRC)². We also fully support the aims within the Child Poverty Strategy for Wales³ (2011), which includes the following aims of particular relevance to Delivering Together'.

¹ [A Living Language: A Language for Living., Welsh Assembly Government, 2010 \(Consultation\)](#)

² United Nations Convention on the Rights of the Child: <http://www.unicef.org/crc/>

³ Child Poverty Strategy for Wales:(2011)(<http://wales.gov.uk/docs/dsjlg/policy/110203newchildpovstrategy2en.pdf>)

Welsh Government Child Poverty Strategy Aims delivered via Flintshire Families First Plan and supported by 'Delivering Together' for Flintshire Families First Outcomes, which are:-

- To reduce the number of families (**which includes young people**) living in workless households
- To improve the skill level of parents (**including our young parents**) and young people in low income families so that they can secure well paid employment.
- To reduce the inequalities that exists in health, education and economic outcomes for children and **young people** living in poverty, by improving the outcomes of the poorest.

The Families First Directory of services (updated for 2014) demonstrates the breadth of projects working towards these outcomes and how the outcomes for the Families First Programme offer contributions towards the outcomes within Delivering Together. The Poverty reduction focus of Families First will support and contribute to all our outcomes.



Workforce development

We have also considered the workforce development needs to deliver the outcome areas in 'Delivering Together' for 2014 – 2018, e.g. areas of training and development needs. We recognise and value the Welsh language and culture and other languages and cultures. We will always be mindful of this in the delivery of all of the outcomes and we will encourage genuine collaborative working to ensure that we embed this thinking in to our recruitment, training, delivery and co production for innovative projects and the forthcoming URDD Eisteddfod in Flint in 2016. Service delivery is dependent on the training, skills, motivation, growth and management of our workforce. Recognising the essential role our volunteers, Young Leaders and all of our staff all play in ensuring the best outcomes for young people in Flintshire, we will :-

- Enable and encourage integrated working and training for all partners
- Enable and encourage staff to access supported Welsh Language / other languages training and deliver training bilingually as appropriate
- Promote the National Occupational Standards in all of our work together
- Develop the emerging Quality Kite Mark with all relevant partners as appropriate
- Continue to develop diversity awareness and supporting skills in the workforce
- Recruit and train volunteers, coaches, Youth workers and specialist support staff and actively recruit skilled staff as appropriate to deliver the outcomes
- Develop a Flintshire Young Leaders training framework to support young people to take up Youth work related training and develop a career pathway
- Continue to offer the internal Youth Services training to develop locally qualified staff who have opportunities for work experience as part of the training
- Work with the 3rd sector to broaden the training offer and utilise shared training
- Work with our corporate partners and colleges to broaden the training offer
- Ensure that Youth Services and Youth Justice have joint training opportunities
- Utilise the knowledge and skills of emerging young Leaders within our training

LIVING IN FLINTSHIRE - WHAT WE WANT FOR OUR YOUNG PEOPLE'S FUTURES (Delivering the vision)

Despite the overall perceived affluence of Flintshire, it is recognised there are several geographical areas of significant deprivation within the county. We have utilised the vulnerable families mapping exercise (2011) and relevant current needs assessment /health profiles provide us with a fuller picture of the detail of this and provide information about the support needs in Flintshire in 2014. Our consultation work has endorsed findings that these identified young people are at increased risk of the following:-

- Experiencing ill health and poor physical and mental wellbeing
- Having an earlier death than their peers.
- Being less successful at school/further education
- Being involved in or experiencing criminal activity
- Becoming a teenage parent and/or experiencing poor sexual health
- Facing unemployment or reduced earning capacity and in work poverty
- Being an informal carer (young carer) for one or more relative
- Having low self esteem and limited life skills and coping strategies
- Being a direct victim of domestic abuse or living in a household where domestic abuse, substance misuse issues and or other dependencies exist

MAKING IT HAPPEN

Collaborative working and co-production by Integrated Youth Provision services...

All individuals, services and organisations working with and for our young people must have a shared responsibility to improve outcomes and make an effective contribution for all, and in particular, for our most disadvantaged and vulnerable groups. Effective partnership working is well established in Flintshire and is supported by the L.S.B. We are committed to the following underpinning principles, which inform our vision and our outcome areas. These principles have also influenced our commissioning decisions, e.g. the Families First commissioned programme (2011 – 2014) and the Youth Support Grant commissioned programme (2014 – 2015).

We aim to:

Work together to meet the needs of all young people in Flintshire whilst ensuring that organisational boundaries do not become obstacles. Embed a workforce development strategy within our joint plan to grow, develop and retain a well trained experienced and skilled workforce and volunteer base.

We will be:

Focusing our efforts on prevention and early intervention to improve outcomes for young people at crucial transition points and therefore, reducing the need for intensive, higher cost interventions later on. Planning together and delivering together, sharing priorities

and delivering the proposed outcomes as set out in this Plan, by promoting innovative and more efficient ways of working to make positive sustainable changes within the confines of reducing resources.

We will do this by:

Working with young people and supporting them to become resilient and help themselves, in ways and at a pace to suit their needs and restrictions. Also by providing access to the right services at the right time, integrating services and practices where and when appropriate and fully utilising available signposting services e.g. Family Information Service, Young Flintshire Website and Third sector resources to ensure the best value for money and the most effective and timely intervention. Maximise skills of existing staff that may have expertise to offer to programme development. We will introduce new fun wellbeing activities in our clubs, and utilise the skills of trained leisure services staff to offer sessions and develop competitions as suggested by young people in our survey and planning work in June 2014.

Street games and cheerleading coaching will be introduced, with a view to up skilling current staff, volunteers and the emerging Young Leaders to take this forward as a fun wellbeing opportunity and gain accreditation for doing so.



Our principles and values

We have combined our strengths and resources to develop the proposed Outcome areas, by working closely with organisations to fully engage stakeholders. To continue this we need to:-

Ensure inclusion not exclusion

Promote community cohesion and diversity and be open minded. Continually engage young people in our service user groups to evaluate and respond to needs and engage in planning sessions and embed all feedback in to evaluations forms and tender applications documentation. E.g. as in the Flintshire Youth Support Grant application.

Be young people focused not service focused

Provide the right services and support at the right time in the right place with a focus on prevention and early intervention to build on current youth service and Youth justice

notable practice. Take action to deliver real change and Focus on improving outcomes rather than on safeguarding existing structures.

Be forward thinking not static

Be flexible and responsive to changing needs for National Strategies and to embrace change and seek out opportunities to continually improve the local Integrated Youth Provision offer. To be creative and innovative in driving the National Youth Work Strategy or Wales, the Child Poverty Strategy for Wales, Children and Young People First and the Families First Programme in Flintshire and ensure the linkages between the strategies and programmes enhance the offer to young people.

Enable and empower; listen and respond

Develop structures to support young people to become resilient and to make well-informed choices and build resilience. Fully engage Young People in the design and delivery to ensure that we respect all views. Reach out to children, young people and families and carers and be open to challenge

Provide Leadership

Stay committed to our vision and values and to deliver them within the climate of reducing resources and increasing challenges. Set clear direction, be bold with decisions and ensure accountability by working closely with all partners and the LSB. Challenge poor performance, encourage notable practice and enable sharing of training opportunities and learning. Embed the ethos that managing is making people do things; however, leadership is making people want to do things. This is how we need to function to engage our young people, volunteers and staff teams.

Delivering Together in Flintshire and links with 'Supporting Our Healthy Future'

The first strategic framework for public health in Wales (developed by the Chief Medical Officer for Wales) was published in October 2009. The 'Our Healthy Future' (OHF) Technical Working Paper⁴ specifies ten priority outcomes and six themes as a response to the biggest causes of preventable ill health across Wales. We consider this within all planning. We aim to achieve a healthy Integrated Youth Provision quality mark working with the Healthy Schools expert team.

Supporting a healthy future for people living or working in Flintshire

The 'Delivering Together' Plan is one of several high level or 'umbrella' plans that relate to improving the lives of all our Flintshire Young People. Each supports, and is supported by the others to deliver the vision and to feed in to the Single Integrated Plan. We can broaden our Youth Services offer by working in collaboration with other areas of the authority e.g. older people support services.

⁴ WAG: Our Healthy Future – Technical Working Paper 1 (2009).
<http://wales.gov.uk/docs/phhs/publications/100527technicalen.pdf>

Develop proposals for Intergenerational project for 2014-2018

During 2015 – 2018 we will introduce community cohesion projects including intergenerational projects working with our extra care settings.

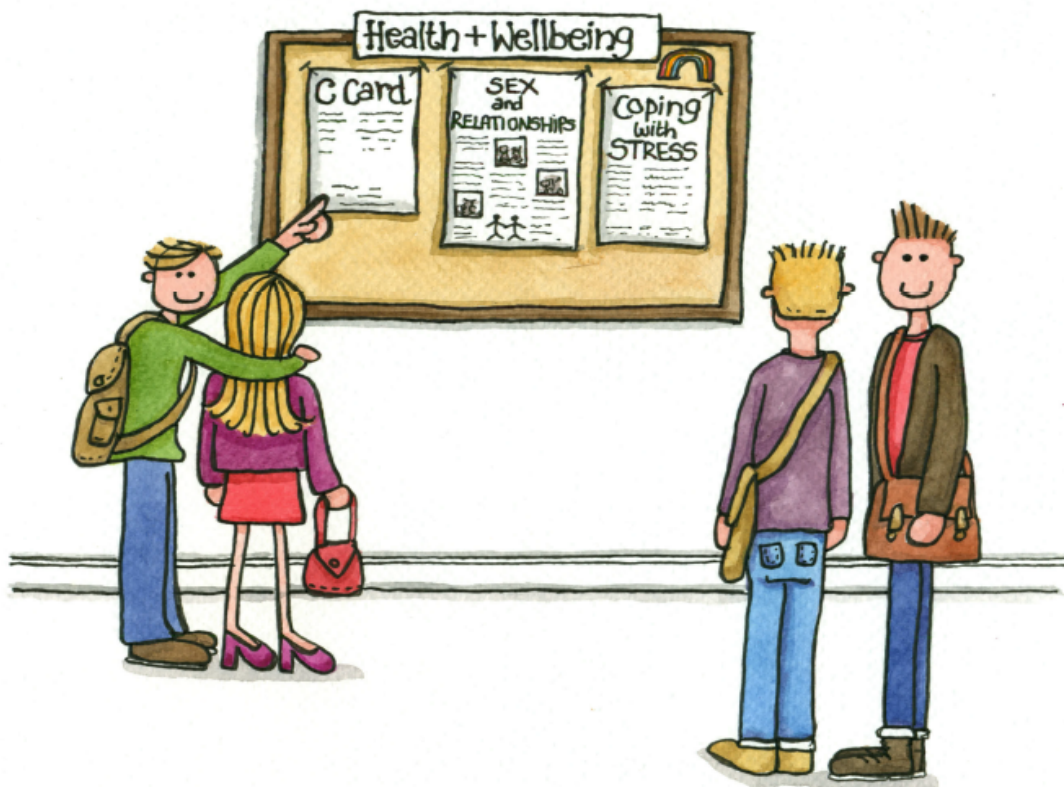


MOVING FORWARD TOGETHER

The 'Delivering Together' Plan aims to add value to existing planning arrangements by holding partners to account for the delivery of the agreed Outcome areas. The 'Delivering Together' approach will build on notable practice and identify and develop regional collaboration opportunities during 2014 – 2018. Our June 2014 planning day for the newly formed Youth Services Integrated providers helped us to recognise the following needs and gaps in services:-

- Sporting and leisure activities to challenge young people
- Focused activities for girls engagement and wellbeing development
- Opportunities for work experiences/ apprenticeships / skill building volunteering which will also enhance the Youth Employment and Progression Framework
- Opportunities for achieving valued accreditation in informal learning within our services e.g. for our Young Leaders cohort
- Opportunities to volunteer in interesting challenging areas to gain skills
- Opportunities for **meaningful** work experience placements development
- Opportunities to use our language of choice with other young people
- Opportunities to engage in residential camps, festivals and exchange visits

- Opportunities to engage with and identify our known and hidden young carers and enable them to access universal services and targeted support services to support them to be a young person first and to enable them to have coping strategies for their caring role. Engage with specialist support services e.g. NEWCIS to progress this
- Opportunities to develop citizenship within communities and be engaged.
- Recognition of transport difficulties and rural area isolation and digital isolation issues and how these restrict and affect communication and opportunities
- Recognition of need to shape communication and advice/information to be responsive to the needs of young people.
- Need for accessible and clear sexual health information support and advice



YOUTH SERVICES FIVE OUTCOMES EXPLAINED...



The following '**Outcome summary charts**' demonstrate how we intend to focus during 2014-2018, how we will know what success will look like, and how we will all work to contribute and measure the contributions to the outcomes over the next three years.

All the Outcome area summaries are interlinked and each will add value to the others; the detailed connections between each will be considered in the development of activities during all stages of delivery.

The specific achievements highlighted are also complemented by those from the core services of partner organisations. In presenting this strategy we wish to highlight the W.G. outcomes and offer our local interpretation for delivery to ensure that the outcomes deliver what Flintshire young people need on a local level whilst still fulfilling the National Outcomes and are simplified to ensure that all stakeholders understand the National Drivers and how these relate to their own delivery.

Outcome One YOUNG PEOPLE WILL HAVE OPPORTUNITIES FOR ENGAGEMENT

Welsh Government (WG) have requested that young people across Wales continue to have access to diverse informal and non-formal learning opportunities to stretch horizons, challenge their thinking, and develop their skills.

Our Flintshire title for this outcome is OPPORTUNITIES FOR ENGAGEMENT.

The Integrated Youth Provision for Flintshire offer must be recognised as a key element of Extending Entitlement - that all organisations providing for young people should work together to network support and ensure transition points from and in to universal, targeted and specialist services are seamless and supported. We will strive to provide interventions which offer skilled approaches with clear outcomes which recognise and respond to ALL young people's needs e.g. detached work and outreach work approaches, fit for purpose and responsive to rapidly changing need.

Outcome Two

YOUNG PEOPLE WILL HAVE OPPORTUNITIES FOR LEARNING AND EARNING

WG want to see a strengthening of the strategic relationship between youth work organisations and formal education on a national basis. This requires targeted youth work being embedded in how partners work to support positive outcomes for young people in mainstream education and training. In so doing we also support the broader European agenda⁵ – which aims to provide more and equal opportunities for young people in education and in the labour market

Our Flintshire title for this outcome is OPPORTUNITIES FOR LEARNING AND EARNING

Flintshire Council and the Local Service Board (LSB) partners have set the creation of additional apprenticeship and traineeship opportunities as a priority area aims are :-

- extend and improve the education, employment and training opportunities available for young people
- help young people in transition from education to employment
- place and retain more young people in work

The commissioned work themes are:

- protecting and promoting the well-being of our employees, volunteers & the community
- supporting lifelong learning and employability of our employees and volunteers
- Improving the education, training & employment prospects for young people up to 25 years of age. Ensuring that Young People will have access to appropriate education training and employment to enhance abilities and aspirations.

⁵ EU Youth Strategy (2010–18) report *An EU Strategy for Youth – Investing and Empowering*



Outcome Three

SECTORS & ORGANISATIONS WILL HAVE OPPORTUNITIES TO DELIVER TOGETHER

Within the (WG) Youth Work Strategy (2014) WG clearly pursue a better coordinated and more consistent youth work offer to young people from youth work organisations in the statutory and voluntary sector.

Our Flintshire title for this outcome is OPPORTUNITIES TO DELIVER TOGETHER

To deliver our third outcome we will develop a better coordinated and more consistent youth work offer to young people from youth work organisations in the statutory and voluntary sector. The voluntary sector has a reach which extends far beyond that of the statutory sector. We need to see statutory and voluntary youth work organisations working together to build, deliver and offer quality youth work opportunities to young people. We will use the period of this strategy to actively promote and build on capacity building, partnership working and real collaboration and co production between voluntary and statutory service providers.

By engaging in youth work young people can learn to take greater control of their lives and be supported to recognise and resist the damaging influences which may affect them. By delivering our Youth Services and Youth Justice Provision in partnership we can ensure that this ethos becomes an accepted culture for all sectors.

Outcome Four

INTEGRATED YOUTH SERVICE PROVIDERS WILL HAVE OPPORTUNITIES TO MAKE AN IMPACT

This strategy must secure a robust evidence base, capturing the outcomes and impact of youth work provision and demonstrating the impact.

Our Flintshire title for this outcome is OPPORTUNITIES TO MAKE AN IMPACT

The fourth outcome we need to achieve quickly is to secure a robust evidence base, capturing impact as well as reach. We believe this is necessary both to underpin the strategic positioning of the sector and to inform future investment decisions. Evidence is also crucial for informing local decisions, informing debates and on matters such as the introduction of statutory guidance and the most effective youth work delivery models.

We await the emerging National outcomes framework which is being developed in 2014 - 15. The Youth Services Strategic Management will engage in this National level work and input to the development phase. The framework should then enable us to ensure that reporting on how this strategy is being worked out and implemented on the ground can be effective and relevant.

Outcome Five for integrated provision

INTEGRATED YOUTH SERVICE PROVIDERS WILL HAVE OPPORTUNITIES FOR PARTICIPATION

We have also ensured that we have a fifth outcome to embed participative practice which is a crucial outcome for all integrated provision delivery.

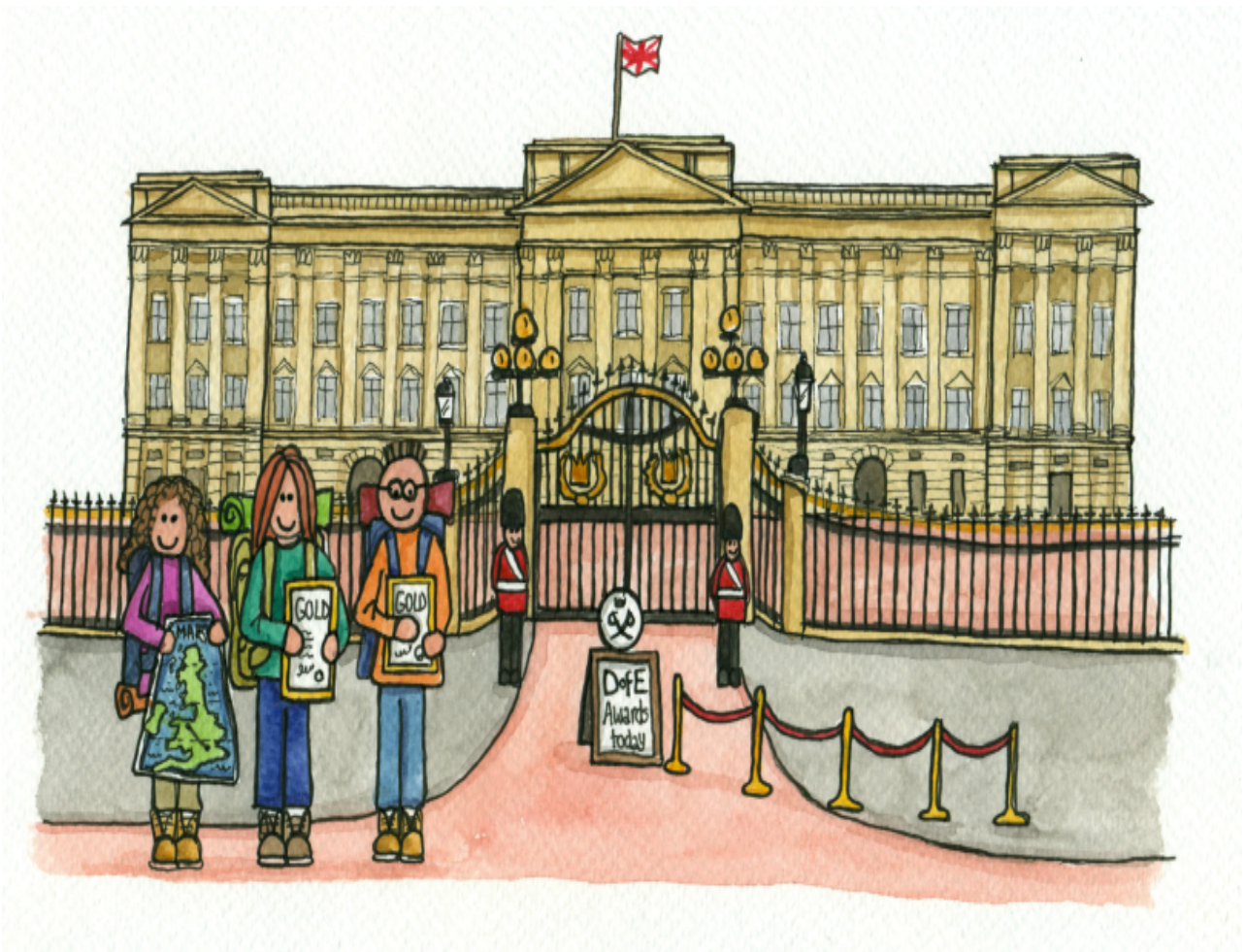
This is in line with National Participation Standards.

The participation of young people, youth work practice is committed to a participative way of working which encourages and enables young people to share responsibility and become equal partners in the learning processes and decision making. Youth work recognises that young people have rights and work in a rights-based way but also recognises that young people have responsibilities and requirements placed upon them. Youth work practice helps young people to understand their responsibilities. This approach supports young people to engage with the personal, social and political issues which affect their lives. It involves and empowers young people, thus supporting them to develop and build their capacity and resilience to become more independent during their transition into adulthood. It will build on the notable practice of the existing provision⁶, e.g. Forum and school council participation work.

The importance of building on notable practice....

⁶ *Youth Work in Wales: Principles and Purposes* (WLGA, 2013)
www.wlga.gov.uk/publications-andconsultations responses

- We will ensure that we continue to develop and deliver opportunities such as the Duke of Edinburgh Award Scheme, and we will introduce annual camps and varied exchanges.
- We aim to promote and expand the Duke of Edinburgh offer to build on current success. We are being proactive by presenting to the Flintshire Head Teacher's Federation to engage schools with the programme and broaden the offer.
- Several Flintshire Young people have been invited to London to receive their awards and we congratulate them and look forward to them supporting others in the future to develop the programme further.
- The Duke of Edinburgh Award is highly valued by future employers and universities and our young people have fed back to us that it has been a very valuable addition to their C.V.



Youth Exchange visits, residential, camps, festivals and performances.



During our planning session in June 2014 we listened to needs, wants and wish lists from young people, staff and volunteers and we acted upon the very honest evaluation feedback from the process. The following are in response to this. We will repeat this consultation process annually and hope to be able to build on the new services described below to deliver a varied programme via Youth Services.

Flintshire Youth Services members are looking forward to the forthcoming 2015 Wales and Dublin exchange being arranged by our full time staff and young people. This opportunity will enable a cultural exchange, and we hope that this will set the scene for future exchange visits and will build a platform for us to engage in such exiting opportunities. Many thanks to the URDD for the offer of the Glan Llyn Centre at Bala to enable us to welcome and host our visitors and share our culture with them.

We will introduce an annual camp and a camp with a NEETS (Not in Education Employment or Training) prevention focus for all Integrated Youth Provision young people.

We have introduced a young people's 'come dine with me project' in partnership with the business sector and the URDD which is building skills and offering work experience with professional chefs and enabling young people to explore career pathways.

We are developing an outreach theatrical project in partnership with Theatre Clwyd Cymru, to explore the Educational Pathway outcomes of our Looked after children and young offenders. This will be in addition to the Theatre Forum work which will continue to be supported and will be utilised to engage fully in the 21st century schools plans.

This approach may challenge assumptions and recognise opportunities to learn from messages first hand from young people. The expertise of Theatre Clwyd outreach team will be crucial for this delivery to enable us to gain this learning. We have to be open to critical messages from our young people in order to deliver positive outcomes for all.

We will set up a working group to begin the planning for the 2016 URDD Eisteddfod. 2016 URDD Eisteddfod to be held at Flint. The URDD Eisteddfod is the largest Youth Festival in Europe.



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The planned exchange visit will involve young people and staff from Integrated Youth Provision in 2015. During 2015 – 2018, we will be funded by the Youth Support Grant and we intend to seek funding to hold further exchanges to engage wider Young People groups and partners from the Integrated Youth Provision delivery organisations.

This will mean that Young People from all organisations will be able to access these opportunities, e.g. summer camps, festivals, exchanges and projects developed to train our Young Leaders future workforce. We also hope to have study visits for staff to other areas of Wales for Notable practice sharing for the Integrated Youth Provision approaches and internal learning and attachment programmes for skills and knowledge sharing within our own organisation and partner organisations. The management team will lead by example with this programme of learning to demonstrate that we all need to constantly assess, challenge and question our own practice.

This will also offer opportunities for our new staff and emerging young leaders to gain valuable skills and experiences in planning and managing such events, and will offer opportunities for young people to forge links with other areas and other countries.

Youth Services Outcome Area One
OPPORTUNITIES FOR ENGAGEMENT



OUTCOME AREA ONE AREAS FOR DEVELOPMENT 2014 -2018

- To enable young people to develop holistically, by working with them to facilitate their personal, social and educational development, to enable them to have a voice , influence and a place in society , and to reach their full potential
- Stretch horizons for young people by a broad range of offers for informal learning in accessible appropriate settings for all abilities
- Ensure that the non-formal learning opportunities offer is diverse and appropriate Offer structured education and working opportunities / experiences for personal, social and political development and growth and enhanced skills development. Ensure our new detached team embeds this in their work.
- Ensure and encourage collaborative offers from all sector to deliver
- Offer exchange visit opportunities locally, Nationally and inter nationally to enhance cultural awareness and engagement opportunities
- Ensure the growth and Development of evidence delivery, e.g. Duke of Edinburgh and build on existing successes and notable practice.
- Grow and build on existing positive links for diversity projects e.g. young carers
- Build links with providers for our disabled young people to engage them as a young person first and accommodate their needs within this approach.
- To ensure that the offer feeds in to the overall outcomes of the Flintshire Single Integrated Plan (SIP), and that the offer ensures positive outcomes.

What do we want to achieve?

What will we do to achieve this?

How will we measure our progress?

National Strategies / Policies / Drivers

National Youth Work Strategy (WG 2014)

Youth Work in Wales: Principles and Purposes (WLG, 2013)

National Child Poverty Strategy (WG 2014)

Youth Progression and Engagement Framework (engagement plan 2014)

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Deliver holistic informal learning opportunities in collaboration with partners. Further develop the Duke of Edinburgh offer to all including our disabled young people. Offer early prevention of NEETS and anti social behaviour. Collaborate with Youth Justice for innovation work for prevention.

Offer accredited wellbeing programmes to improve wellbeing and work towards a healthy Youth Service award. Encourage community engagement/support community asset transfer programme to sustain service provision for you people.

Enable informal learning opportunities for all marginalised groups e.g. young carers population.

Shape the service to deliver all Youth Support Grant projects in line with the local Single Integrated Plan priorities. Ensure that opportunities for young people's engagement are considered in all planning processes.

Develop youth Services staff team approach to deliver in accordance with need and location and offer targeted support/ specialist support. Carry out a skills audit and utilise skills to target need as identified by young people and staff in planning days. Share data and skills to work with young people to explore solutions and engage young people in delivery.

Ensure engagement of young people in recruitment, training and consultation. Full engagement in the Single Integrated Plan Flintshire County Council. to ensure sustainability

To devise robust Youth Support Grant monitoring protocol 2014-15 and ensure results are utilised from all services provision to inform planning for innovative opportunities/unmet needs areas.

Capture outcomes focussed Management information data to inform achievements and planning via MIS system/ sharing other programmes outcomes data and all accreditation success data. Utilise R.B.A.

Record young people's engagement/ views opportunities e.g. recruitment of staff/ member engagement/ single integrated plan key outcomes achievements. .

Develop and deliver monitoring approach to ensure effective spend / sustainability, and ensure all staff embed this in all work. Utilise R.B.A.



Priorities for the next three years....

Ensure Delivering together is fully marketed and promoted Utilise R.B.A.

Deliver in accordance with need and location and offer universal/ targeted/ specialist support as required. Ensure our new detached team embed this in their work.

Carry out a skills audit and utilise skills to target need as identified by young people and staff in planning days.

Share data and skills to work with young people to explore solutions and engage young people in shaping services.

Ensure full engagement of young people and youth forum in recruitment of staff and volunteers, training and consultation /all planning.

Recruit to all vacancies and ensure we target the known need to inform our recruitment targeting for the appropriately skilled workforce.

Develop robust monitoring systems for grants to ensure the outcomes contribute to Local Single Integrated plan (SIP) outcomes and provide positive outcomes

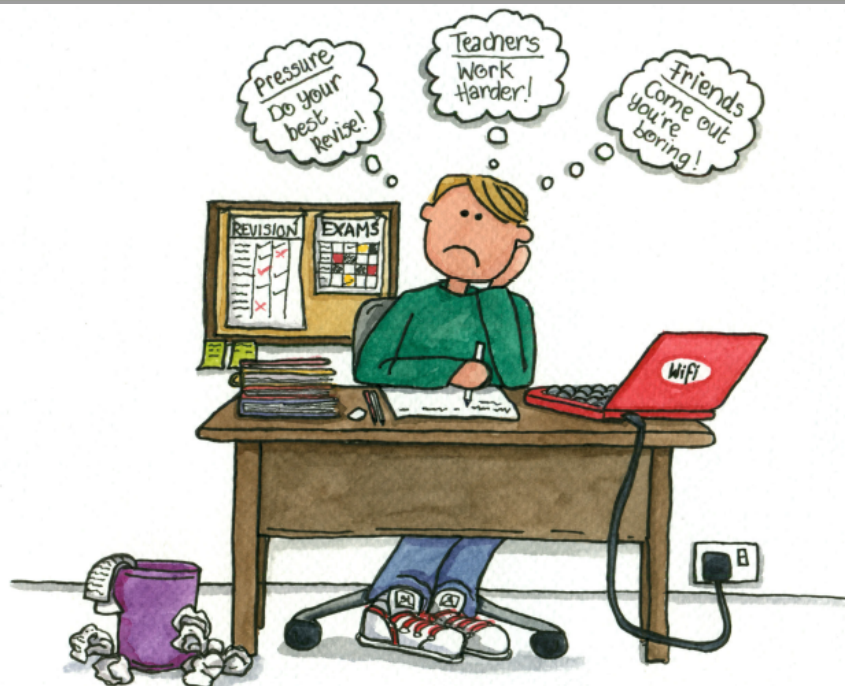
What will success look like

Flintshire Youth Services will have a strategic plan 'Delivering Together' as a blue print to achieve:-

- Evidence of innovative project delivery by core staff and project
- Evidenced embedding of inclusion of language of choice
- Evidence of real engagement of young people at a strategic level in decisions and planning / recruitment / peer mentoring and staff training.
- Evidence of strong collaboration with all sectors and partners

We need a culture change to enable engagement and embrace opportunities to enable improved outcomes for young people rather than to protect the current delivery

Youth Services Outcomes Area Two OPPORTUNITIES FOR LEARNING AND EARNING



- To ensure a strengthened approach for Youth services and formal education providers within Flintshire, e.g. by school youth work, Families First delivery and innovative work with and for **ALL** our young learners including specific groups such as traveler communities.
- To ensure young people are supported to study and enabled to access support if they have well being issues e.g. stress or bullying, which is affecting studies and ability to access education
- Ensuring the Youth services links with the 14 – 19 network and the Apprenticeship and Entrepreneurship networks are strong so that youth service can respond to opportunities within these strategic forums.
- Ensure that the National Outcomes for the Child Poverty Strategy (WG 2010) are considered within all our delivery to ensure the best opportunities to support our young people to gain employment, education and training, and to avoid young people becoming NEET (Not in Education Employment and Training). Ensure our new detached team embeds this in their work.
- Encourage and enable well-being learning programmes with support for staff to engage young people in the programme areas
- To creatively use new media and networking fully, to share information and devise new approaches to support this outcome area
- To ensure our own workforce development supports and enhances the needs of this outcome by having trained supported staff.

What do we want to achieve?

What will we do to achieve this?

How will we measure our progress?

National Strategies / Policies / Drivers

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Ensure varied affordable opportunities for **ALL** young people to have the best chance to reach their potential.
Enable work experience, volunteering and apprentice opportunities.

Ensure National Child Poverty Strategy Outcomes (WG 2010) are embedded within all practice
Ensure our workforce development strategy supports our delivery aims for 'delivering together'. . Ensure detached team engage in this work

Target NEETS prevention / youth offending prevention with Youth Justice.
Enable young people to explore volunteering / work opportunities within our own services/ social enterprises.

Engage fully in Youth Employment Progression Framework/ strategic employment boards and ensure all outcomes contribute to this.

Ensure all youth services benefit young learners to enhance skills for employability e.g. new media / volunteering

Ensure that all Youth Services planning works towards learning outcomes.
Ensure training needs and workforce development match the delivery needs of young people today
Engage in entrepreneur opportunities

Introduce volunteering opportunities within Youth Services and enable peer mentoring for development of future staff

Utilise R.B.A. data from Youth Engagement /employment boards
Families First/F.I.S.
Youth Support Grant to support the evidenced outcomes.
Record outcomes from programmes/distance travelled data/ Q.A. data.

Capture learning outcomes for direct delivery (National model in development).
Robust T.N.A. development/ collaborate with partners to broaden training offer and utilise R.B.A.

Record journey from volunteer to paid staff member / accreditation pathway.
Record peer mentoring outcomes / 3rd sector and achievements of existing programme outcomes e.g. within D of E / Q.A. data.



Priorities for the next three years....

- Ensure that Youth Services and Youth Justice have joint training opportunities and utilise skills of existing staff base
- Utilise the knowledge and skills of young Leaders within our training programme.
- Engage fully in the apprentice and young board work at a strategic manager level.
- Support NEET prevention work and engage all staff in the input for the Youth Employment and Progression Framework aims.
- Ensure the developed Information sharing protocol (WASPI) is utilised to share information as appropriate for the best outcomes.
- Ensure all young people have an opportunity to access all their rights and extended entitlements to support learning and earning opportunities and reduce risk of disengagement or offending behavior.
- Improve numbers of young people accessing universal services including Families First initiatives such as TAF, including those young people and families with complex needs
- Work with our looked after young people population to explore their stories and reasons for facing barriers e.g. to educational achievements.

What will success look like?

- Integrated Youth Provision will be delivered to enhance the best outcome for the young person and will fully use all existing resources and skills to provide this holistic offer.
- All staff and volunteers will work in partnership to develop appropriate training and skills resources to respond to needs, capture learning outcomes and engage ALL young people in effective meaningful participatory opportunities
- Young people will be offered opportunities to maximize their potential and shape their own futures

Youth Service Outcome Area Three OPPORTUNITIES TO DELIVER TOGETHER



- Ensure that robust voluntary sector links are forged /e.g. uniformed young people services, and faith sector young people groups are engaged.
- Ensure that strategic boards and governance boards are fully represented by all partners. Ensure that strategic structures within the authority and partner bodies have robust representation from Integrated Youth Provision.
- Ensure that the third sector recognise its role in this and therefore ensures that it has the capacity to deliver and respond.
- Ensure that all training is offered to all sectors and is delivered collaboratively.
- Ensure that the Youth Support Grant is allocated, monitored and evaluated in line with the newly developed application and evaluation process.
- Ensure that our internal partners and grant funded programmes (e.g. Families First) are aware of opportunities to collaborate at all levels
- Ensure that our Welsh Language support partners engage with this outcome fully and enhance the delivery offer with their own expertise.
- Ensure that it becomes normal practice to refer, collaborate and share notable practice within partner organisations to ensure the best outcome for the young person. Ensure our new detached team embeds this in their work.

What do we want to achieve?

What will we do to achieve this?

How will we measure our progress?

National Strategies / Policies / Drivers

National Youth Work Strategy (WG 2014) the EU Youth Strategy (2010–2018)

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Deliver together with other partners to achieve holistic approach to meet needs of young people.

Develop robust representation from staff and young people on decision making forums / boards at all levels.

Collaborative approach to training and development programmes to share skills and practices.
Deliver robust use of all grants and fully evidence all outcomes. Ensure detached team engage in this work.

Ensure full engagement of all diversity groups /Welsh Language providers.
Develop training and development forums of multi agency staff to plan future programme.

Develop young people proofing tool model

Fully engage all partners in collaborative planning and bid applications.

Encourage and facilitate leads and decision makers to include young people in strategic planning e.g. in consultation for school re organisation

Explore innovative training methods and engage all staff in training and development delivery.

Maximise use of grants and existing programmes e.g. Families First/Youth Support to enhance our offer/approach.

Ensure Welsh Language Board monitoring is fully evidenced.
Ensure Equalities within Flintshire County Council are appraised of outcomes.

Promote the benefit of young people's view to decision makers.

Numbers of successful bids/ funding and in kind offers attracted and evidence of young people proofing tool use in wider F.C.C.
Evidence programmes of real engagement for young people e.g. school re organisation?

Record training outcomes and celebrate all milestones
Evidence shared delivery outcomes and grasped opportunities for funding /training co production and utilise R.B.A. to show impact.

Ensure recording of key decisions. Have they been 'Young People Proofed'.
Record opportunities for participation at all levels of delivery and political engagement by young people.



Priorities for the next three years....

- Ensure that Young People are fully engaged in delivering Annexe B of the Single Integrated Plan WG Guidance via our participation plan
- Work with Chief Officers Group to embed Young People's participation in key planning, innovation / decisions and Young People Proofing ideas!
- Ensure procurement systems consider young people's views and involve them fully in commissioning and evaluation as equal members
- Develop a 'Young People Proofing' tool to use in all our planning and business with partners and Flintshire County Council.

What will success look like

- All our delivery will consider diversity needs, language needs and be delivered in appropriate accessible venues
- Collaborative delivery will become the 'new normal' and boundaries for delivery from all sectors will need to be blended.
- Opportunities to engage in funding and in kind support opportunities will be fully explored and exploited
- Communication links to all staff, volunteers and stakeholders will be improved and monitored to ensure clarity
- Training and the new achievement outcomes and accreditations will be recorded and will feed in to outcomes measures framework.
- Young people will be expected to be engaged in key decision making and a 'young people proofing' system will be effective wef April 2015.

Youth Service Outcome Area Four OPPORTUNITIES TO MAKE AN IMPACT



- Ensure that the offer makes an impact by ensuring that robust Management Information Systems are utilised fully by all staff and that the data recorded is used to inform future planning based on need.
- Recognise that the breadth of reach does not always equate to Impact. We need to reach significant numbers of young people; however, the impact of that reach is what is most important to the outcome for our Flintshire Young people.
- Utilise the Results Based Accountability systems format (see Appendix) to ensure systematic recording from the planning to outcome capturing phases.
- Constantly link in with Outcome 5 (Participation), to ensure we are hearing views.
- Ensure that our Welsh Language support partners engage with this outcome fully and enhance the offer.
- Utilise all new media available to us and utilise creative links with arts and cultural organizations to demonstrate and deliver messages with impact.

What do we want to achieve?

What will we do to achieve this?

How will we measure our progress?

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Effective use of robust management information to inform future planning.
Ensure that we increase our reach and our impact with new delivery ideas.

Cost out and consider the consider the long term impact before delivering.

Deliver services to all cultures / protected characteristic groups equally.
Deliver inclusive bilingual services to embrace Welsh language and culture.

To inform all stakeholders of key facts.

Effective utilization of new media and communication to consult appropriately and quickly,

Develop systems to record activity and outcomes that matter

Engage forum groups work to expand reach ideas and develop tools to share

Have named workers to champion areas e.g. Welsh language, diversity, young leaders, young carers, inclusion, outdoor activity poverty, housing etc.

Consult, listen and provide new activities to meet needs within restricted budgets and changing needs.

Develop, and ensure an engagement strategy is utilized.

Ensure that we utilise the RBA methodology to record outcomes
Record activity and reach and input to National audit tool annually/ utilise R.B.A.

Develop champion system feedback for LSB and utilise all Q.A. data

Input outcomes to W.G. Strategy/NEETS/ apprentice /Wellbeing/ key lead groups to demonstrate the effect /impact of delivering together

Utilise needs assessment to Record unmet need and respond to fill gaps innovatively and in line with SIP and utilise R.B.A / data sets.



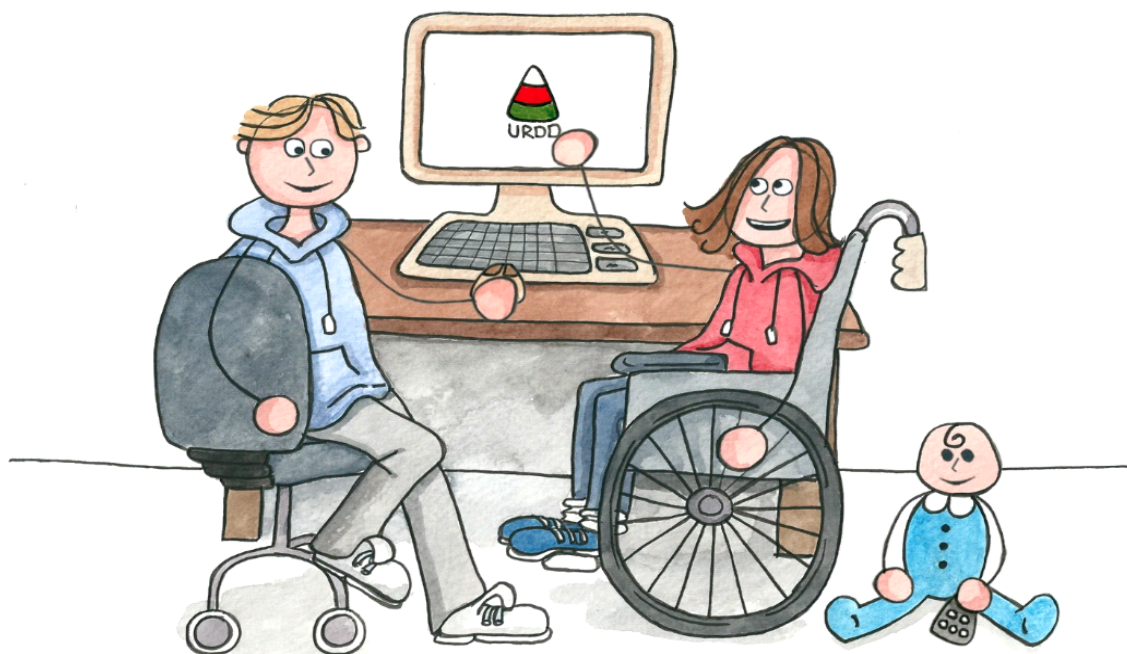
In the next three years we will

- Ensure that Young People are fully engaged in delivering Annexe B of the Single Integrated Plan WG Guidance
- Work with Chief Officers Group to embed Young People's participation in key planning, innovation / decisions
- Ensure procurement systems consider young people's views and involve them fully in commissioning and evaluation
- Develop a 'Young People Proofing' tool to use in all our planning and business with partners and Flintshire County Council
- Build on the existing notable practice of the Youth Forums and young editors groups and enable these to input to decisions in F.C.C.
- Work in safe , fun and enjoyable ways

What success will look like

- The impact of youth services activity will enhance young people's potential
- The impact of responding to unmet need will ensure a youth service provision which is responsive and adaptable
- We will consider outreach and detached work provision increase to respond to unmet need
- We will fully utilise new recruitment and induction processes to monitor workforce strategy and ensure the appropriately skilled and experienced staff are employed to meet the various needs
- Ensure that evidencing impact is embedded in all our thinking and becomes part of the way we function in all delivery.

Youth Service Outcome Area Five OPPORTUNITIES FOR ENGAGEMENT AND PARTICIPATION



- Recognise the rights of young people under the UNCRC and ensure that these rights are supported in all our delivery and consultations with the same consideration as the broader community views.
- Encourage and enable young people to engage with consultation opportunities which will affect their lives in the short and long term
- Ensure that all participation support within the services is joined up to enable the most effective offer to the young person/ National Participation Standards
- Ensure that our Welsh Language support partners and all other language and diversity support organizations work to support this aim.
- Utilise the third sector forums, existing new media systems and forums and ensure full and timely opportunities for engagement is explored.
- Introduce intergenerational projects e.g. with Flintshire extra care homes for the older generation, to broaden young people's views and challenge their thinking and improve community cohesion.

What do we want to achieve?

What will we do to achieve this?

How will we measure our progress?

National Strategies / Policies / Drivers

National Participation Strategy

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National Youth Work Strategy (WG 2014)

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Ensure young people have structures to have opinions heard and effective input in to consultations

Have opportunities to utilise new media for consultation and engagement

Ensure use of participation standards and embed them in to our work

Ensure full use of all existing forums/ family information service

Have lead officers/champions to drive this approach and impact on the SIP outcomes.

Broaden young people's views via intergenerational project work/ community cohesion projects
Fully participate in the Flintshire URDD Eisteddfod in 2016

Have a new media champion to lead on developing structures to fully engage Youth Forums and all young people groups in key planning and consultations

Increase skills of current workforce to utilise new medial in delivery and planning.

Ensure all volunteers and staff aware of the standards and ensure training embeds this knowledge to inform all our work and embed this approach in delivery and fully utilise forum skills and theatre forum skills to present.

Introduce links to develop Intergenerational projects with our extra care older people centres and communities
Develop a group of young people and staff to plan the Eisteddfod for 2016

Monitor participation activity/ record outcomes to local consultation
Record hits to websites and record effective use of new media methods fully e.g. twitter/face book accounts. Record compliments and complaints and utilise data fully. Utilise R.B.A.

Embed participation standards and support all organisations to utilise
Fully utilise all forums, networks and media resources and have a champion to lead this
Utilise R.B.A. Develop theatre forum method

Utilise intergenerational project data / develop to research projects with recommendations e.g. Theatre Forum work.
Share outcome information with all partners to shape services. Contribute to National Strategy continued assessment.



In the next three years we will

- Ensure that all Integrated Youth Provision engage fully with the national participation standards,
- Ensure that we utilise all new media and engage young people to lead and engage with this and have their communication needs met.
- Fully engage all forums and young people in community cohesion projects.
- Ensure language of choice is fully embedded
- Young people proof all consultation work
- Engage in National Outcomes Framework development and implementation.
- Develop systems to ensure timely, real meaningful consultation with and by young people to input in to key local decisions and embed UNCRC rights

What will success look like

- Young people will have a voice locally and nationally and that their voice matters and is heard.
- Increased use of new media opportunities
- Ensure we comply with participation standards
- Be innovative in our use of forums, networks and resources
- Flintshire will demonstrate positive inputs to National aims e.g. Strategic input to new emerging Outcomes Framework.
- Recognition of UNCRC rights by all partners and organizations
- Participation will be embedded in all our delivery and planning

INTRODUCTION TO YOUTH JUSTICE PRIORITY / OUTCOME PLAN

It is readily agreed that a partnership approach is required to help change perceptions of young people who are at risk of offending or who do offend, and to better understand the needs of these troubled and vulnerable young people. We need to encourage and nurture belief, skills and a sense of hope in order to provide better chances in life. It is by the combined efforts of all stakeholders that we can deliver on the task of responding to youth crime in a responsible, flexible and optimistic way and create through our partnerships systems of change that help create safer and fairer environments for young people, families and our local communities and work with all services to do so.

The joint strategy document “Children and Young People First” Welsh Government Joint Strategy to improve Services for young people at risk of becoming involved in, or in the Youth Justice System” 2014, provides a coherent framework through which the prevention of offending and re-offending by children and young people can be achieved. This strategy is underpinned by 8 key principles and sets out the priority action areas which have been utilised to inform the 4 main Priority Areas detailed in the Flintshire Youth Justice Plan as priority/ outcome areas.

The fundamental principle underpinning the joint Strategy document and the Flintshire Youth Justice Plan is to ensure that those young people involved in offending behaviour, or at risk of offending, are treated as children and young people first. This is in accordance with the United Nations Convention on the Rights of the Child (UNCRC) which in 2011 through the Children and Young Person (Wales) Measure placed a duty on Welsh ministers to ensure that due regard to the rights and obligations contained within the UNCRC was undertaken. (See appendix)

The Principles informing the approach taken to effectively deliver the Strategy and the Flintshire Youth Justice Plan are:

- Young people are Children first, offenders second;
- Young people in the youth justice system have the same access to their rights and entitlements as any other young person;
- The voice of the young person is actively sought and listened to;
- Services focus on early intervention and a holistic multi-agency framework for delivering support;
- Promotion of a culture where identifying and promoting effective practice is fundamental to improving outcomes for young people;
- Services are held to account for addressing the needs of young people;
- The youth justice sector is supported to develop the knowledge and skills to understand and address the needs of young people;
- The voices of victims are heard, and they are provided with an opportunity to share their views and take part in restorative approaches.



YOUTH JUSTICE PRIORITY / OUTCOME AREAS

The Youth Justice Service has the following priorities for delivery which will all contribute in to the Integrated Youth Provisions approach.

There are 4 Priority / outcome Areas identified by the Youth Justice Board and Welsh Government in the joint strategy and these have been utilised to inform the Youth Justice Plan. The 4 Priority areas are:

Youth Justice priority / outcome Area One EARLY INTERVENTION, PREVENTION AND DIVERSION

Since 2008 there have been two important developments in Wales that continue to shape prevention. The first is the increased involvement from wider Local Authority Children's and Youth Services in targeted prevention activities. Examples include Families First and Integrated Family Support Services both of which include specific references to working with young people at risk of entering the youth justice system. Secondly evolving partnerships with Police has secured developments in the way decisions are made about responses to young people who do offend for the first time. Initiatives such as the Triage and Bureau models which formalise joint decision making and targeted interventions within an out of court disposal framework. Partnerships with team Around the Family (TAF), Family Information Services (FIS) and the continued development of early intervention Parenting Support services and Youth Inclusion Support Panels (YISPs) continues to inform the prevention and diversion landscape. The Flintshire Youth Plan 'delivering together' will utilise these in delivering on the following outcomes for this Priority Area:

- Children and young people are not unnecessarily brought into the youth justice system and are diverted onto services which are accountable and able to respond to their needs.
- Offending behaviour is challenged and responded to proportionally, with an opportunity to make amends.

Youth Justice priority / Outcome Area Two REDUCING RE-OFFENDING AND ENSURE YOUNG PEOPLE ARE SAFEGUARDED FROM HARM

Effective early intervention and prevention has led to fewer young people being brought into the youth justice system however those young people remaining are likely to have the most complex needs, have developed more robust and entrenched patterns of offending and the highest rates of re-offending. Therefore understanding and addressing the behaviours and complex needs of the young people remaining is a priority. An up to date assessment and planning framework is essential and it is anticipated that the ASSETPLUS and associated tools will contribute to a confident and competent workforce able to demonstrate effective sentence planning and management. The focus on professional judgement, engagement and relational skills and a greater understanding of those factors contributing to complex needs and prolific offending is vitally important if we are to reduce re-offending. The implementation of the Enhanced Case Management Model in Flintshire and the multi-agency framework being established for delivery will target those young people with prolific offending histories, recognise the impact of childhood trauma and attachment and enable young people, families and Youth Justice Service practitioners deliver improved outcomes. Understanding the interplay of factors leading to repeat offending whilst addressing both immediate and identified needs which stem from childhood development can empower young people.

This will support the development of confidence, self knowledge and the identification and realisation of appropriate aspirations. The Flintshire Youth Plan will utilise these developments in delivering on the following outcomes for this Priority Area:

- Children and young people are recognised as being made vulnerable by contact with the criminal justice system and are safeguarded from harm
- The values, attitudes, knowledge and skills of practitioners enable young people to stop offending and lead crime free lives.

Youth Justice priority / Outcome Area Three

EFFECTIVE USE OF CUSTODY FOR YOUNG PEOPLE

The significant reduction of numbers of young people sentenced to custody has been in part a response to legislative changes and improvements in practice and collaborative working with the secure estate. Custody should only be used as a last resort when the crime is so serious that the young person removal from the community is the only option in order to act in the interests of the victims, public and themselves. At a local level support will be provided to young people in custody and on release. It is essential to coordinate custody and community sentence management in order to deliver a seamless service to young people and therefore resettlement and re-integration needs to be at the heart of care and sentence management activities. It is essential to ensure all partners contribute to sentence planning both custody and community and the Social Services and Well-being (Wales) Act 2014 provides a framework for action in relation to Local Authority duties to support young people and their families as well as promoting improved partnerships with statutory and Third Sector partners. The use of ROTL, improved understand of re-offending factors and needs and the information sharing facilitated by ASSETPLUS will contribute both alternatives to custody and remand as well as improved outcomes in the community. The Flintshire Youth Plan will utilise these developments in delivering on the following outcomes for this Priority Area:

- Sentencing children and young people to custody is a last resort reserved for a crime so serious no community sentence is an appropriate response.

Youth Justice priority / Outcome Area Four RESETTLEMENT AND REINTEGRATION AT THE END OF SENTENCE

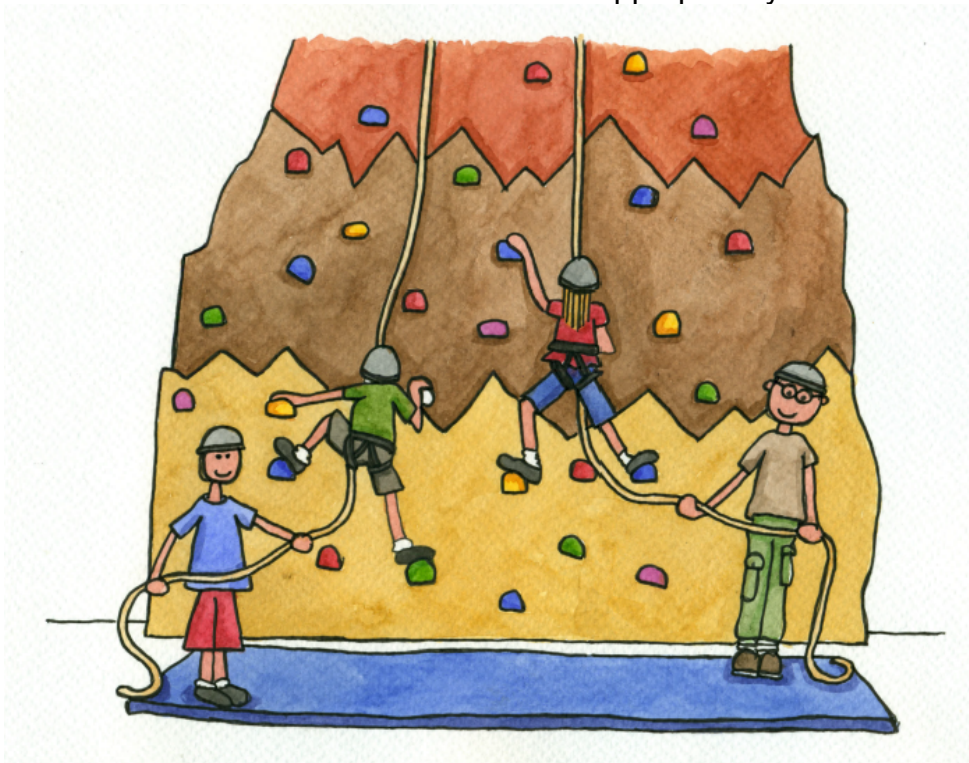
There are particular challenges for young people when they finish their time with the YJS or leave custody and unless subject to Children's services care they can be left unsupported at a time when many young people are struggling with the transition to adulthood and its associated systems of criminal justice, mental health and other provisions. Therefore getting resettlement and reintegration right for young people particularly those leaving custody remains a priority. Re-offending on release is particularly high with c.70% of young people going on to re-offend within 12 months. Analysis of cases and feedback from young people highlight that this is often associated with missed opportunities or absences and delays in the provision of services which are vital to effective resettlement. It is not surprising that when young people return to the same set of circumstances they were in when they first offended that they go on and re-offend. Therefore the establishment of a shared understanding of this activity across Wales and with secure estate institutions in England will be required. It will need to be operational across agreed principles including resettlement and reintegration being considered and planned for at the earliest possible opportunity, that it should be person-centred and involve as much as possible a young person, their family/carers and be tailored to individual need. It is to facilitate the delivery of these principles that the Resettlement and Integration Advisory Group will be developed with support and energy provided by Flintshire YJS management team. The learning accrued from the Enhanced Case Management model and improved access to young people's voices regarding their experiences of resettlement and reintegration will support young people in making the transition between a youth justice sentence and a crime free life. The Flintshire Youth Plan 'Delivering together' will utilise these developments in delivering on the following outcomes for this Priority Area-

- Children and young people make a seamless transition between a youth justice sentence and an independent, crime free life.



**Youth Justice Priority / outcome Area One
EARLY INTERVENTION / PREVENTION / DIVERSION**

“To ensure young people are not unnecessarily brought into the criminal justice system and are diverted to services appropriately”



In the past three years, we have:

- Increased numbers and referral sources to the prevent and deter panel (PDP) ensuring a wider range of anti-social behaviours are addressed and evidence a greater awareness and confidence in PDP as being able to provide positive outcomes for young people / community
- Victim Liaison Officer contributing to all cases referred to PDP where there is an identifiable victim
- Effective training and awareness raising regarding PDP activities and outcomes has been delivered to key partners
- Increased awareness by young people of the impact of anti social behaviour (ASB) on families and communities
- Sustained a healthy reduction in first time entrants (FTE) over the past 3 years

In the next three years we aim to:

- Sustain the reduction in first time entrants
- Secure greater participation from targeted youth services including 3rd sector in delivering services to young people at risk of entering YJS
- Develop the Bureau and secure effective decision making with Police and other stakeholders in identifying appropriate diversionary opportunities
- Continue to promote prevention agenda and concentrate support in delivering a consistent framework for all agencies working with young people, including tier 1 early intervention / prevention by universal services, tier 2 targeted Youth services / YJS prevention, tier 3 alternatives to charge – Diversion and Bureau
- Improve Information sharing / communication across all tier 1 services with a shared focus on reducing offending behaviour
- Continue to increase range of Restorative Justice Opportunities in accordance with victim views and wishes, including school and colleges.

What will success look like?

- Ensure all young people have an opportunity to access all their rights and extended entitlements in support of reducing risk of ASB and offending behavior (OB)
- Improve number of young people accessing universal services including FIS, Families First initiatives including those young people and families with complex needs
- Fewer young people entering into the Youth Justice system as a consequence of reduced numbers of young people finding themselves in trouble with law
- An effective Executive Management Board providing scrutiny and challenges to the YJS and ensuring effective partnership working across all stakeholders is contributing to improved outcomes for young people, families and communities.
- Bureau – secure and support access to a range of appropriate universal services resulting in a reduction in first time entrants and greater participation in Restorative Justice (RJ) through delivery of Community Resolutions
- Good practice will exist in ensuring decisions are proportionate with respect to Bureau activities and effective in reducing the risk of further offending
- Successful RJ approaches with young people ensuring that all opportunities to make amends and repair harm are supported.
- Reduced number of young people with criminal records and lessening the

National Strategies / Policies / Drivers

Children & Young People First

Crime & Disorder Act 1998

Social Services and Well-Being 2014

Anti-Social Behaviour Crime and Policing Act 2014

Child Poverty Act 2010

Welsh Government Parenting Action Plan

Youth Engagement and Progression Framework 2013

Working Together to Safeguard Children 2013

10,000 Safer Lives 2012

Legal Aid Sentencing and Punishment of Offenders Act 2012

National Standards for Youth Justice

Y2A - Youth to Adult Transition Framework. MoJ 2012

What do we want to achieve?

Children and young people are not unnecessarily brought into YJS

Children and young people are diverted into services able to meet their needs

Offending behavior is challenged and responded to proportionally.

Young people have an opportunity to make amends

What will we do to achieve this?

To continue to deliver / co-ordinate multi-agency PDP
To provide timely assessments and intervention to identify and address young people's needs
Establish an effective Bureau service.

Mapping of available services and pathway for accessing identified services
Support for facilitating young people and families access appropriate universal services including follow-up activities to identify successful take-up or barriers.
Establish an effective Bureau service.
Effective communication with other stakeholders to sustain community and partnership confidence in diversionary processes and the Bureau.

To provide timely holistic assessment in order to support Bureau decision-making and diversion to universal services
To support the delivery of Community Resolutions by utilising an RJ approach including with school and college environment.
To ensure the needs of the victim are identified and met.

How will we measure our progress?

Monitoring of PDP/ Referrals (see PCC reporting framework)
Ensure effective Q.A. Process for assessment.
Schedule of self-report
National Standards audit across a range of standard themes.

Reduction in first time entrants
Monitor referrals to Universal Services and take up of services/FIS referrals
Monitoring Re-offending rate / reduction in first time entrants.
To ensure effective QA process for assessments and oversight of NS completion
Monitor Bureau cases not subject to Conditional Caution or non criminal disposal (NCD) and are referred to Court

Monitor referrals to Universal Services
Monitor number of Community Resolutions
Review reports for victim satisfaction and number of direct / indirect RJ activities
Review QA outcomes of assessments undertaken for Bureau.

Youth Justice priority / Outcome Area Two REDUCTION RE-OFFENDING AND ENSURE YOUNG PEOPLE ARE SAFEGUARDED

To reduce reoffending by young people who are brought into criminal justice system and to ensure that they are safeguarded from harm and lead crime free lives



In the past three years, we have:

- Parenting – successful implementation and evaluation of Supporting Parents of Adolescents framework
- Successful recruitment of Panel Members including training and induction for Panel Members for Bureau and Community Conferencing
- SLC / Court work – Improving awareness, training and practice developments for both Magistrates and Practitioners including access to regional newsletter
- Review of Risk Management procedures – including implementation of Practitioner/Management led Medium Risk & Vulnerability Panels
- Positive feedback re: safeguarding and child protection thematic inspection HMIP. Pilot Correctional Programme Assessment Inventory (CPAI) undertaken
- Successful development of gender specific girls group (Eve project)
- Sexually harmful behaviour – updated assessment, intervention delivery and supervision training undertaken
- Recruitment of integrated homelessness prevention / Accommodation Support Officer within YJS and working across Housing and Social Services
- Successful partnership framework developed for young people at risk of exclusion from exclusion – “Time for Change” project
- Continued development of screening / assessment / intervention frameworks for young people re: emotional wellbeing and substance misuse / alcohol misuse
- Implementation of Supervision 4x4x4 model with practice support from the Practitioners / Management Supervisors Development Group

In the next three years we aim to:

- Enhanced Case Management model (ECM) – deliver the Pilot with support from YJB and Welsh Government and secure evaluated practice base within the service and partnerships and ensure an effective research based legacy.
- Ensure the Asset Plus implementation is delivered within project timescales and includes effective technical and workforce development support
- Ensure that the Asset Plus assessment framework contributes to effective information sharing, partnership working and business planning
- To implement dedicated peer supervision framework re: harmful sexual behaviour assessment and interventions and the ECM practitioner group
- To contribute to regional harmful sexual behaviour assessment, intervention planning and practitioner development and support initiatives.
- To ensure all staff are trained on RJ framework according to role – volunteers, Managers and Practitioners
- Ensure that the Time for Change project secures improved outcomes for young people at risk of exclusion and of entering into the Criminal Justice System
- Implementation of Viewpoint Information system for collecting, reporting, and collating young people's views
- Secure an effective RJ presence within schools and colleges in Flintshire

What will success look like?

- A fully trained and highly competent work force able to deliver quality assessments contributing to effective interventions and outcomes.
- The successful completion of the Enhanced Case Management pilot and a lasting practice legacy based on research and the project's evaluation.
- A well supervised workforce evidencing a strong learning and developmental culture supporting improved outcomes for young people, families and communities.
- An effective Executive Management Board providing scrutiny and challenges to the YJS and ensuring effective partnership working across all stakeholders is contributing to improved outcomes for young people, families and communities.
- Young People and families are empowered and confident in order to identify and access appropriate services.
- Young People are leading crime free lives.
- Young People are confident and able to identify their aspirations and know how to set about achieving them.
- Those barriers to services identified by young people and families are challenged and strategies in place to overcome them.
- The successful implementation of Viewpoint information system is providing quality feedback regarding young people's experiences of the YJS and is contributing to service delivery and recruitment.

Partners who will help us to contribute to our outcomes

Betsi Cadwaladr University Health Board

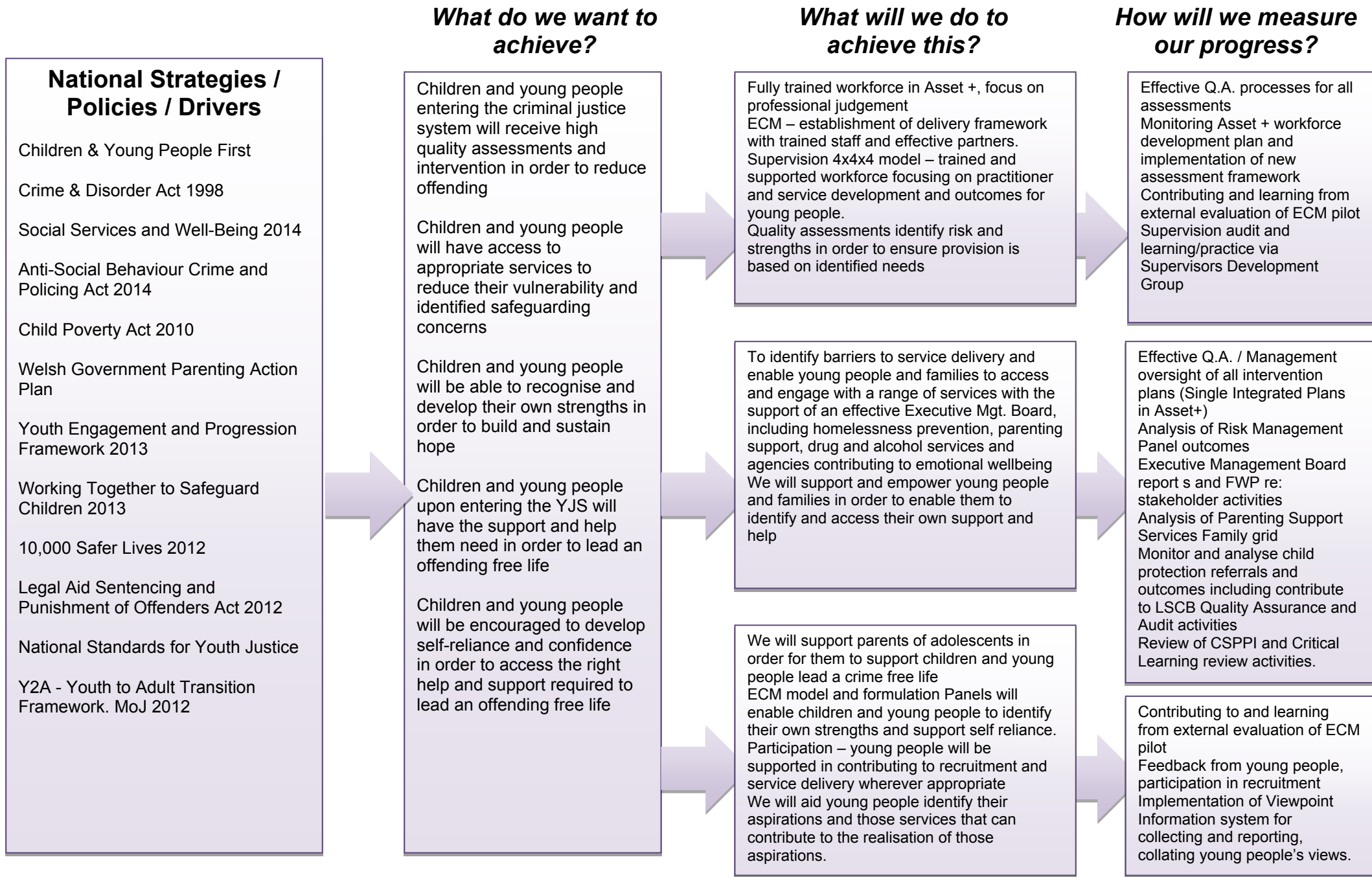
Local Authority, Flying Start, Surestart,

Voluntary and Faith sector organisations

Families First Programme initiatives – e.g. Time for Change

Team Around the Family (Families First)

Parenting programmes / Parents and carers.



Youth Justice Priority / Outcome Area Three

EFFECTIVE USE OF CUSTODY FOR YOUNG PEOPLE

For identified high risk cases: To ensure custody is used as a last resort and when used as sentencing option it is effective, seamless and contribute to quality resettlement



In the past three years, we have:

- Implemented a remand review process, a framework for highlighting young people at risk of remand and effective working relationship with Social Services for Children regarding alternative remand to LA options.
- Maintained effective relationships with Court with respect to sentencing including alternatives to Custody
- Maintained high congruency rates with respect to PSR's and sentencing proposals
- Sustained effective partnership working with Hindley YOI and with local Secure Children's Homes in ensuring effective information sharing, sentence planning and the specific needs of Welsh young people are addressed and catered for
- Maintained high quality information sharing practices with regards to identified vulnerable / at risk young people entering custody and returning to the community.
- Effective partnership working with Hindley YOI and Flintshire YJS, Sorted, ETE and Dual Diagnoses / CAMHS in ensuring health needs are effectively catered for.
- Continued low numbers of young people being made subject to custody.
- Speedy provision of effective Intensive Referral Order Panels providing robust Referral Order contracts when the Court is considering Custody.
- Successful engagement with Llamau Resettlement Broker in identifying local and regional resettlement barriers and best practice.
- Recruitment of integrated homelessness prevention / Accommodation Support Officer within YJS and working across Housing and Social Services

In the next three years we aim to:

- Successfully implement the Extended Supervision framework for all young people reaching 18 years whilst serving the custodial element of their Detention and Training Order.
- Sustain an effective training and development schedule for Magistrates and Court personnel
- Ensure the Asset Plus implementation is delivered within project timescales and includes effective technical and workforce development support
- Ensure that the Asset Plus assessment framework contributes to effective information sharing, partnership working and business planning
- To ensure all staff are trained on RJ framework according to role – volunteers, Managers and Practitioners
- Implement the Viewpoint Information system for collecting, reporting, and collating young people's views
- Evidence the use of Release on Temporary Licence (ROTL) in supporting effective resettlement and reintegration for young people exiting custody
- To ensure that there are effective alternatives to custody including remand
- Ensure that all young people leaving custody have access to appropriate and meaningful education, training and employment

What will success look like

- A fully trained and highly competent work force able to deliver quality assessments contributing to effective interventions and outcomes in partnership with the Secure Estate
- The successful implement of Viewpoint information system is providing quality feedback regarding young people's experiences of the YJS, custody and community sentence planning and is contributing to service delivery and recruitment.
- ROTL is being used effectively to support reintegration with families and support attendance at interviews with colleges, employers and training providers.
- The Courts are using alternatives to remand and custody and have confidence in the YJS to deliver safe outcomes for young people and communities including victims of crime.
- Young people are contributing to resettlement plans and are clear by the mid point review where they are going to live and what training, education or employment opportunities are available to them upon release.
- Young People feel safe in custody and are able to speak out regarding their concerns and anxieties.
- An effective Executive Management Board providing scrutiny and challenges to the YJS and ensuring effective partnership working across all stakeholders is contributing to improved resettlement and reintegration outcomes for young people within their own communities

National Strategies / Policies / Drivers

Children & Young People First
 Crime & Disorder Act 1998
 Social Services & Well-Being 2014
 Rehabilitation of Offenders – amendments 2014
 Anti-Social Behaviour Crime and Policing Act 2014
 Child Poverty Act 2010
 Welsh Government Parenting Action Plan
 Youth Engagement and Progression Framework 2013
 Working Together to Safeguard Children 2013
 10,000 Safer Lives 2012
 Legal Aid Sentencing and Punishment of Offenders Act 2012
 National Standards for Youth Justice
 Y2A - Youth to Adult Transition Framework. MoJ 2012

What do we want to achieve?

Custody to be used only as a last resort for offences wherein community sentences are not appropriate

When custody is used it is effective in protecting the public and sentence planning contributes to a reduction of offending risk factors, builds on identified strengths and supports effective resettlement

Custody if used is to be a safe place for young people

What will we do to achieve this?

Ensure there is a trained and competent workforce able to deliver quality assessment, analysis and Court reports able to contribute to effective sentencing
 To continue to provide quality training and development opportunities for Court personnel and Magistrates in order to sustain confidence in YJS

To continue to provide a comprehensive range of robust community options including ISS
 To maintain effective information sharing between custody and YJS and contribute to the successful implementation of Asset Plus
 To increase the effective use of ROTL in support of resettlement planning
 To ensure where relevant cases are referred to multi-agency fora including MAPPa, MARAC and CP to ensure effective protection of the public and young person is optimised.

The YJS will sustain effective relationship with young people and family whilst in custody
 To support young person to speak out regarding safeguarding concerns in custody or to act on their behalf

How will we measure our progress?

Analysis Supervision records.
 Monitoring Asset + workforce development plan and implementation of new assessment framework
 Analysis of Q .A outcomes.
 Schedule of National Standards audit.
 Monitoring feedback /attendees at training events
 Analysis of Post-Court debriefing including Magistrates commentary.
 Monitor PSR Congruency

NS monitoring including timeliness of documents to secure estate
 Monitor VLO victim contacts post sentence, referrals to Probation for custody sentences >12 months
 Monitor use of ROTL
 Analysis and QA of sentence planning documents
 Audit review MAPPa records
 Review of MARAC records and referrals
 Analysis of CP referrals, responses and outcomes

Analysis of QA documents
 N.S Audit scheduling
 Monitor number of contacts with young people in custody
 Monitor CSPPI notifications and Critical Learning Review outcomes
 Monitor number of ACTT's and outcomes
 Analysis of DTO planning documents
 Feedback from young people and families including Viewpoint
 Monitor referrals to CS, CAMHS

Youth Justice Priority / Outcome Area Four RESETTLEMENT AND REINTEGRATION AT THE END OF SENTENCE

Children and young people make a seamless transition between a youth justice sentence and an independent, crime free life



In the past three years, we have:

- Successful recruitment of Accommodation & Support Officer Post working in partnership with Social Services and housing in supporting resettlement and addressing the risk of homelessness for all young people in Flintshire.
- Effective information sharing between YJS and secure estate in ensuing health, safeguarding and education concerns are addressed.
- Speech, language and communication successfully embedded in the YJS with therapist supporting appropriate interventions to support young people in the community.
- SLC training undertaken with key stakeholders.
- Reviewed regionally transfer procedures and practice in relation to YP moving from one authority to the next.
- Implementation of remand review framework including identifying “at risk of remand” cases and information sharing with Children Services.
- Reduction in breaches in supporting reduced risk and use of custody in appropriate cases.
- Continued timely and responsive access to specialist drug and alcohol services.
- Continues effective support by parenting Support for all young people and families experiencing custody and the demands of re-integration to the home and community.

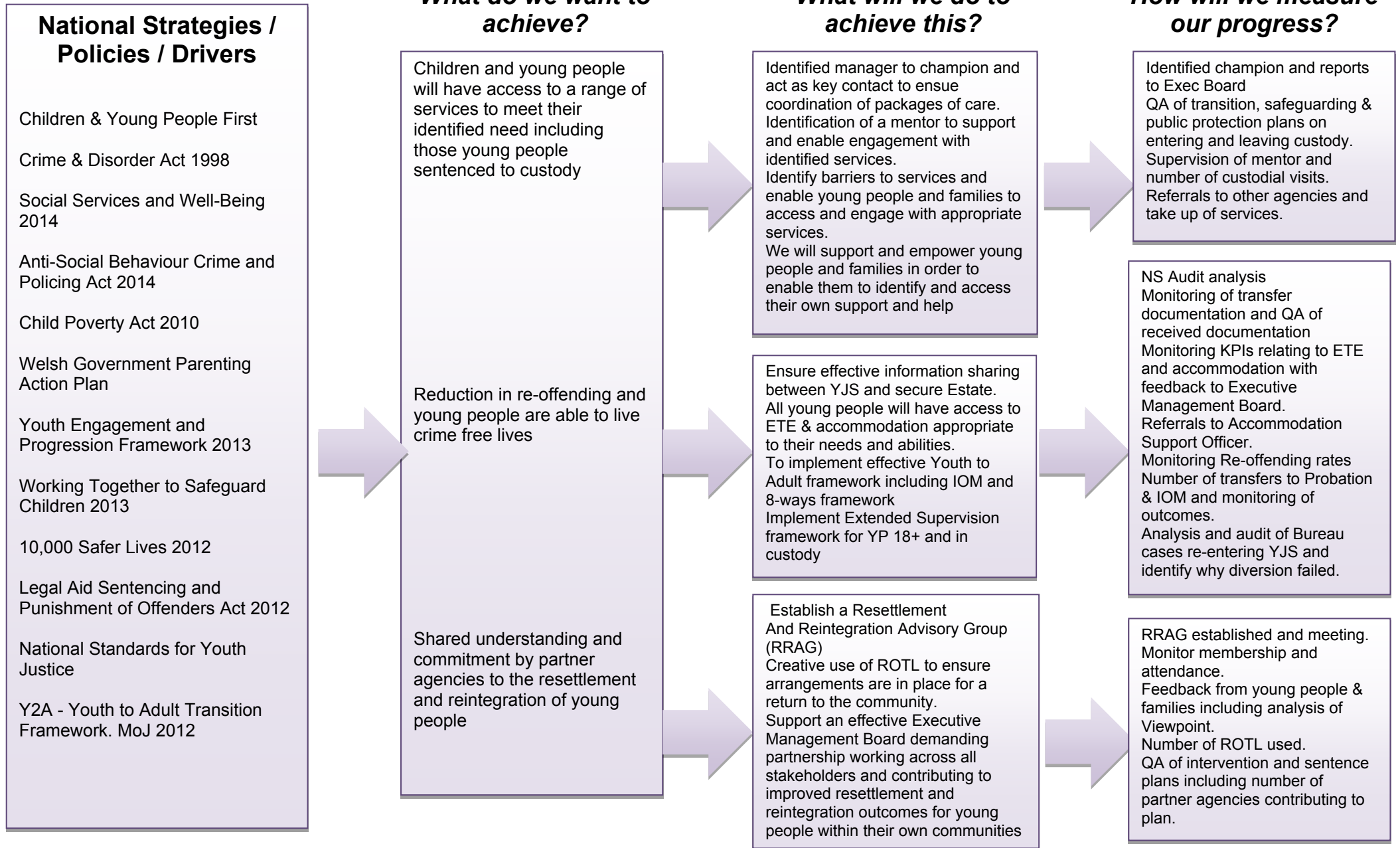
In the next three years we aim to:

- Support the development of the local strategic Resettlement and Re-integration Advisory Group
- Identification of Manager to undertake championing role with regards to partnership work in delivering resettlement and re-integration activities for all young people.
- Continue to develop mentor services in conjunction with the Third Sector.
- Successful implementation of Asset Plus in supporting enhanced assessments and information sharing with the Secure Estate and other YOTs receiving transfer of young people for case management.
- To deliver the Enhanced Case Management (ECM) framework with support from Wales YJB and monitor impact upon re-offending for the identified complex group of young people.
- Ensure that ROTL and Un-escorted Absences are utilised by case managers and the Secure Estate of facilitating effective resettlement and reducing challenges associated with a return to the community.
- Increase the effective use of IOM framework for young people exiting the YJS and remaining at risk of offending.
- To increase opportunities for young people sustaining appropriate ETE provisions in conjunction with Careers Wales, Symud ym Laen, local Colleges and business/entrepreneurial initiatives.
- Implementation of a Maturity assessment tool supporting decision making and transfer to National Probation Service/Integrated Offender Management framework

What will success look like?

- The establishment of the local strategic Resettlement and Reintegration Advisory group and the ability to evidence effective unblocking of barriers to successful and sustainable reintegration.
- Evidence of partnerships contributing to a reduced level of risk of re-offending and recidivism
- Young People and families will have their needs assessed effectively and appropriate services will be able to support change enabling young people to leave crime free lives.
- National Standards audit evidencing comprehensive and timely information sharing between YOTs and the Secure Estate.
- Successful transition to Probation and Integrated Offender Management (IOM) framework
- Young People will have access to appropriate education training and employment in accordance with their abilities and aspirations.
- The Extended supervision framework will be providing additional and extended support to 18 year olds in sustaining offending free lifestyles and in accessing training and employment.





GLOSSARY OF TERMS

Integrated Youth Provision



ACCT	Assessment, Care in Custody and Teamwork- framework for monitoring young people at risk of self harm/suicide
A.S.B	Anti-Social Behaviour- acting in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household (of the defendant)
Asset Plus	Updated actuarial assessment tool utilised by Youth Justice Services as standard assessment tool identifying risk of re-offending, serious harm to others and harm to self.
Bureau	Framework for diverting young people out of formal Youth Justice processes by tackling underlying causes of youth crime through mechanisms that promote pro-social behaviours, children's rights, youth and parent/carer participation and delivered by universal services.
CAMHS	Child and Adolescent Mental Health Services - B.C.U.H.B.
Careworks	Youth Justice Case management system
Community Resolutions	A Police led sanction delivered in the community following consultation with and consent from the victim. The resolution consists of the young people being given advice on desistance and the victim an opportunity to receive an apology and the harm to be repaired.
Conditional Caution (Youth)	A statutory out-of-Court disposal with compulsory assessment and intervention attached. The young people must admit to the offence, the Police must consult with the Youth Justice Service and failure to comply can result in breach and the matter being sent to Youth Court.
Caution (Youth)	A statutory out-of-Court disposal which replaced final warnings. The young person admits to the offence and the Youth Justice Service is notified.
CPAI	Correctional Programme Assessment Inventory- Canadian intervention/programme evaluation tool being piloted by Youth Justice Board
CS / SS	Children's Services – Social Services. The Flintshire County Council lead for Children's Social Services and safeguarding.

CSPPI	Community Safeguarding and Public Protection Incident
Detached Youth work	Youth work provided other than in a Youth Service building e.g. street youth work, rural youth work, youth custody provision.
ECM	Enhanced Case Management- community and psychological based intervention framework currently being tested in the community by 4 YOTs Flintshire, Wrexham, Caerphilly and Carmarthenshire.
ETE	Education Training and Employment.
Families First	The National programme for delivery of the Child Poverty Strategy delivered via the commissioned programme and embedding in to “Delivering Together”
FLVC	Flintshire Local Voluntary Council umbrella voluntary organisation lead body
FTE	First time entrants to the service
FIS	Family Information Service – A key provision of F.C.C. to cascade information, support families to access support and signpost organisations and professionals as appropriate.
HMIP	Her Majesties Inspectorate Probation
LSB	Local Service Board. High Level Multi-agency lead strategic board which sets the direction for all our work.
LSCB	Local Safeguarding Children’s Board - a sub group of the LSB with a focus on safeguarding
Llamau	Homelessness Charity working with vulnerable homeless young men and women including those at risk of offending
MIS	Management Information System - utilised within Youth Services
MAPPA	Multi Agency Public Protection Arrangement
MARAC	Multi Agency Risk Assessment Conference
National Standards/ YJ	Minimum standards for youth justice service delivery and practice consistent with ensuring the delivery of effective practice, safeguarding children and young people and protecting the public
NCD	Non criminal disposal
OB	Offending Behaviour
PDP	Prevent and Deter Panel. Multi agency panel chaired by the YJS focusing on young people evidencing anti-social behaviour within their communities
PCC	Police and Crime Commissioner
Panel Member	Trained volunteers delivering individualised contracts with young people subject to Referral Orders. They receive reports prepared by the Youth Justice Service detailing the young person’s offending and circumstances and victim statement reports and/or support the attendance of the victim at the Panel

	meeting.
PSR	Pre-Sentence Report. A report prepared for the Court should the Court be considering custody
RBA	Results Based Accountability TM
RJ	Restorative Justice. A process whereby parties with a stake in a particular offence resolve collectively how to deal with the aftermath of the offence and its implications for the future. This can include victim-offender mediation, indirect reparation and mediation
ROTL	Release on Temporary Licence
RRAG	Resettlement and Reintegration Advisory Group
SIP	Single Integrated Plan for Flintshire – The overarching strategic plan for Flintshire which this plan will contribute in to.
SLC	Speech Language and Communication
SORTED	Flintshire dedicated young person’s drug and alcohol service
SYMYD YMLAEN	Third sector delivery supporting young people into training and employment
TAF	Team Around the Family. A key Families First funded project which co ordinates appropriate support for vulnerable families to ensure early intervention prevention is available and is utilised effectively. (Families First Project)
Time for Change	Alternative Education provision for young people at risk of exclusion from mainstream or Pupil referral unit schooling (Families First Project)
URDD	URDD Gobaith Cymru – Welsh language/ bilingual youth work lead provider in Wales
Viewpoint	An interactive electronic system for data collection and recording of young people’s views regarding their engagement with the Youth Justice system and utilised by HMIP as part of their inspection regime.
VLO	Victim Liaison Officer
YJB	Youth Justice Board
YJS	Youth Justice Services also YOTs- Youth Offending Teams
YOI	Youth Offender Institution- custody
4X4X4	Supervisory framework supporting reflective dialogue

Core Aims (UNCRC) and Broad Aims (WAG Child Poverty Strategy)

The following demonstrates how the UNCRC and Child Poverty headings link and how they support the outcomes for Delivering Together.

Core Aim 1: EVER CHILD SHOULD HAVE A FLYING START IN LIFE – Broad Aim –
To support parenting of children

Core Aim 2: EVERY CHILD AND YOUNG PERSON HAS ACCESS TO A COMPREHENSIVE RANGE OF EDUCATION TRAINING AND LEARNING OPPORTUNITIES

Broad Aim – *To reduce inequalities in educational attainment between children. To help young person's participate effectively in education and training*

Core Aim 3: EVERY CHILD AND YOUNG PERSON ENJOYS THE BEST POSSIBLE PHYSICAL MENTAL SOCIAL AND EMOTIONAL HEALTH AND ARE FREE FROM ABUSE VICTIMISATION AND EXPLOITATION

Broad Aim – *To reduce inequalities in health between children and between parents of children (so far as necessary to ensure the well being of their children)*

Core Aim 4: ALL CHILDREN HAVE ACCESS TO PLAY, LEISURE, CULTURAL and SPORTING ACTIVITIES

Broad Aim – *To reduce inequalities in participation in cultural, sporting and leisure activities between children and between parents of children (so far as necessary to ensure the wellbeing of their children)*

Core Aim 5: ALL CHILDREN AND YOUNG PEOPLE ARE LISTENED TO TREATED WITH RESPECT AND HAVE THEIR RACE AND CULTURAL IDENTITY RECOGNISED

Broad Aim – *To help young people participate effectively and responsibly in the life of their communities*

Core Aim 6: ALL CHILDREN AND YOUNG PEOPLE HAVE ACCESS TO A SAFE HOME AND COMMUNITY WHICH SUPPORTS PHYSICAL AND EMOTIONAL WELLBEING

Broad Aim – *To ensure that all children grow up in decent housing. To ensure that all children grow up in safe and cohesive communities*

Core Aim 7: NO CHILD OR YOUNG PERSON IS DISADVANTAGED BY POVERTY

Broad Aim – *To increase income for households including one or more children with a view to ensuring that, so far as reasonably practicable, there are no households in the relevant income group. Ensuring that, so far as reasonably practicable, children living in households in the relevant income group are not materially deprived.*

Our Approach: Results Based Accountability - focusing on outcomes

We adapted the Results Based Accountability ⁷methodology as the basis of the consultation from which we developed the content of this Plan, fully engaging with our stakeholders, local organisations and individuals in this process. Our 7-step approach is summarised here:

1. Where do we want to be? (i.e., what outcomes in terms of conditions of wellbeing do we want for the target population)	Identify the population and what it is we want to achieve (the results / outcomes)
2. What would these results / outcomes look/feel/be like if we could see them?	Describe (in words) how this would be experienced (how would it look/feel/be). This is the bridge between results and indicators and can be a temporary substitute for data where no data exists.
3. What information / data do we have to measure the outcomes we want??	Identify indicators, and choose which one(s) are the most important and informative
4. Where are we now against the most important measures?	Obtain baseline data, and forecast how it is likely to change if nothing different is done. Why are things as they have been? What is behind the data?
5. Who can help make things 'better'?	Identify who can help, gather your partners
6. What could we do that we know will work?	Identify what could be done by one or more of the partners. What / who are the priorities, and why? What can be done for no additional cost? Research your solutions
7. What are we going to do?	Recruit a new diverse workforce. Increase training opportunities. Complete, market and launch the Plan and its action summaries ' DELIVERING TOGETHER ' by December 2014.

⁷ Friedman M (2005): 'Trying Hard is not Good Enough'. Trafford Publishing.


Participation Standards

Having a Voice - Having a Choice


Do we meet your standards?

*We' means anyone asking children and young people to participate. 'You' have a right to expect these standards.

"Participation means that it is my right to be involved in making decisions, planning and reviewing any action that might affect me. Having a voice, having a choice"



INFORMATION



This means:

- Information that is easy to understand for everyone
- Adults working with you who know what is going on and are up front and clear.

We will:

- Ensure everyone has enough information to get properly involved
- Let you know what difference you being involved will make
- Inform you about who is going to listen and make changes.


IT'S YOUR CHOICE

This means:


- You choose if you want to get involved or not
- You choose to work on things that are important to you
- You choose what you do and how you do it.

We will:

- Give you enough information and time to decide if this is something you want to do.



NO DISCRIMINATION



This means:

- Children and young people are all different but you all have the same right to have a say about the things that matter to you.
- We want everyone to feel welcome and be able to get involved if they want to be.

We will:

- challenge any discrimination
- get in touch with children and young people in lots of different situations
- get you involved in things you want to do.


RESPECT

This means:


- Everyone has a chance to have a say, your opinions are important and we will respect them.

We will:

- listen to your ideas, views and experiences
- take you seriously and treat you fairly
- work with you to do something about the things you tell us are important
- work with you to help change things for the better.



YOU GET SOMETHING OUT OF IT



This means:

- We want you to enjoy and benefit from taking part
- We know that you have other things to do in your lives as well
- Making sure that participating is a positive not a negative experience.

We will:

- work in safe, fun, and enjoyable ways
- make the most of what you know
- do positive things that build your confidence
- meet in friendly places that are easy for all young people to use
- value and respect what you have to offer.

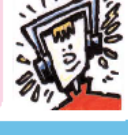
FEEDBACK

This means:


- It's really important that you know what difference you have made and how your ideas have been used.

We will:

- keep you up to date with what is happening
- give feedback as soon as possible and in ways that are easy to understand for everyone.



IMPROVING HOW WE WORK




This means:

- We want to learn and get better at the way we work with you.

We will:

- ask you what has gone well and what needs to change
- make sure your views make a difference to the way we make plans and decisions.



These are the agreed children and young people's participation standards for Wales

Youth Engagement and Progression Framework (WG 2014)

Annex: Five-tier model of engagement

The five-tier model of engagement as set out in the *Youth engagement and progression framework – Implementation plan*.

Tier	Client group	Lead worker
Tier 5 Young People in Further Education, Employment or Training (EET)	<ul style="list-style-type: none"> • Sustaining education, employment or training (EET). • Working or studying part time over 16 hours. • Voluntary work. 	<ul style="list-style-type: none"> • No lead worker is judged necessary given that young person is already engaged and not judged to be at risk of disengaging.
Tier 4 Young People at risk of dropping out of EET	<ul style="list-style-type: none"> • Those engaged in less than 16 hours of EET. • Those who have been identified at risk of disengagement pre-16 and/or were judged as at risk of not making a positive transition who are subsequently in FE, sixth form or training. • Those who have been made aware to CW by EET providers (or themselves) as at risk of dropping out of EET. 	<p>Allocation of lead worker depends on level of risk.</p> <ul style="list-style-type: none"> • Low and medium risk – provider pastoral systems and/or allocation of learning coach as a lead worker. • High risk – may be allocated lead worker from either Youth Service or Careers Wales or if Families First involved Team Around the Family will decide allocation of lead worker.
Tier 3 Unemployed 16 and 17-year-olds known to Careers Wales	<ul style="list-style-type: none"> • Engaged with CW and/or known to be actively seeking EET; either ready to enter EET, or assessed as requiring career management or employability skills support to enter EET. • This tier should also include those known to CW, actively seeking EET but not requiring CW enhanced support, i.e. accessing support via CW.com, awaiting a college start date, etc. 	<ul style="list-style-type: none"> • Lead worker identified for 100% cohort. • Careers Wales will provide the lead worker in nearly all cases.
Tier 2 Unemployed 16 and 17-year-olds, known to Careers Wales, who are not available for EET	<ul style="list-style-type: none"> • Young person not available/ unable to seek EET (sickness, young carers, pregnancy, custody). • Young people with significant or multiple barriers requiring intensive personal support. 	<ul style="list-style-type: none"> • Lead worker identified for 100% cohort. • Youth Service will provide lead worker in nearly all cases.
Tier 1 Unknown status on leaving Careers Wales services	<ul style="list-style-type: none"> • Young people unknown to Careers Wales. 	<ul style="list-style-type: none"> • Once individuals are identified they are allocated to appropriate tier and allocated a lead worker accordingly.

The story behind the images used in Delivering Together

The images used within this document have been created by working with a local community artist Wendi Shiel -Williams by working with Youth Services during August 2014. The images were developed to visually demonstrate our outcomes and activities. These will be used to market our services and are intended for the use of illustrating this document / supporting marketing functions and should not be re produced without prior permission from the plan author/ licence holder

ann.roberts@flintshire.gov.uk. Youth Services Manager/Families First Lead. Thank you to all the young people, staff and volunteers who have contributed to the planning days and consultations, which have informed the content of **Delivering Together 2014 - 2018**.



Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board



**In recognition of, and with thanks to all our partner agencies
Diolch yn fawr / Thank you very much for supporting 'Delivering Together'**