



**NEWPORT**  
CITY COUNCIL  
CYNGOR DINAS  
**CASNEWYDD**

# MID-YEAR REVIEW

CHILDREN SERVICES

2022-24



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## Strategic Leads

Cabinet Member for Social Services	Councillor Jason Hughes
Cabinet Member for Social Services	Councillor Stephen Marshall
Director for Social Services	Sally Ann Jenkins
Head of Children Services	Natalie Poyner

# Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission to deliver an Ambitious, Fairer and Greener Newport for everyone and contribute towards Wales' Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives, strategic priorities, and deliver continuous improvement each service area has developed their service plan. This report provides the Mid-Year progress against the Children Services Service Plan 2022-24 (23/24).

Children Services is part of the Council's Social Services Directorate and is responsible for delivering a range of services to families and children in need including specialist provision for those most vulnerable and at risk of social exclusion, such as those at risk of significant harm, disabled children, children looked after and unaccompanied (separated) children and young people.

Children & Family Services has responsibility for providing services under the Social Services and Wellbeing Act and Adoption Act 2002 which extends the range of services and support to those involved in the adoption process; responsibility for providing fostering service under the fostering regulations and Residential care under the RISCA Act. Youth Justice Services are provided by the multi-agency Youth Justice service established under the Crime and Disorder Act 1998.

Our statement of purpose: 'To promote and safeguard the wellbeing of children and young people in need within their families, and where this is not possible, to provide good quality alternative care'.

## Service Area Objectives

**Objective 1** – Deliver effective services to support children to safely remain with their families.

**Objective 2** – Improve outcomes for children in care and care leavers including a focus on safe reunification.

**Objective 3** – Ensure a range of placements are available for children looked after.

**Objective 4** – Prevent offending and re-offending by children and young people.

# Head of Service Executive Summary

Over the past 6 months we have registered additional residential provision for our young people, increasing the capacity for emergency admissions by two. In addition, two further settings will be registered by the end of the year to further increase this by 4 beds in total. The exploitation/ edge of care team is now set up and working with our most vulnerable young people aged 10 plus. We have also steadily and safely increased the number of young people returning home to family.

The immigration team is now established, we have a dedicated immigration advice worker and stronger working partnerships with immigration services. The radical reform funding has supported the positive transformation of the Cwtch Centre, in order to ensure family time is more 'family focussed and realistic'. We have positive feedback from partners, and this continues to be successful. We have successfully recruited into the parenting assessment positions. This funding remains in place until March 2025.

The Youth Justice service has been successful in obtaining turnaround funding from the Ministry of Justice and is delivering and early help, assessment and intervention offer for young people and families. A contextual safeguarding offer is now in place within Newport, considering place based risks and extra familial harm. Working closely with partner agencies and key stakeholders.

Staffing vacancies and retention remains a considerable risk, the teams are carrying vacancies and the demand and complexity through the front door has increased. As a service we are more reliant on grant funding which poses its own risks due to the funding being time limited. Grant funding has supported us to innovate but there remains a risk that this is short term funding and not sustainable in the longer term. Staff sickness has increased over the last year, this is thought to be in part linked to the rise in caseloads and complexity of referrals coming through the front door. The eliminate agenda continues to be a risk in terms of placement stability and sufficiency. However, Newport has somewhat of an advantage in comparison to other Welsh Local Authorities as we have the largest portfolio of care provision for our children. The Eliminate team are working hard to support Newport and the wider Gwent footprint through this transition.

Review and remodel of Business Support Team. This will align services across the Social Services directorate and create greater efficiency. Increase internal residential provision. Work continues on the renovation of Cambridge House which will house six unaccompanied asylum seeking children. A project to develop solo provision for our children who are in need of enhanced, intensive support is underway. The Eliminate team are collating data to inform further developments.

A care leaver provision is due to open early 2024, which will increase the offer to care leavers of Newport. Wellbeing of staff remains high on the agenda and we will continue to strive to support and retain the staff in children's services.

# Children Services 2023/24 Overview

## Service Plan Objectives

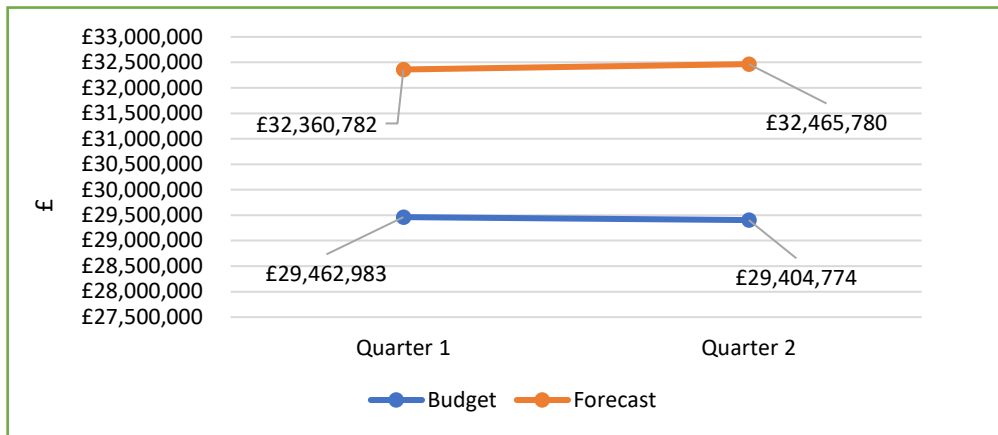
Objective	Mid-Year Status (Red / Amber / Green)
<b>Objective 1</b> - Deliver effective services to support children to safely remain with their families.	
<b>Objective 2</b> - Improve outcomes for children in care and care leavers including a focus on safe reunification.	
<b>Objective 3</b> - Ensure a range of placements are available for children looked after.	
<b>Objective 4</b> - Prevent offending and re-offending by children and young people.	

## Service Area Risks

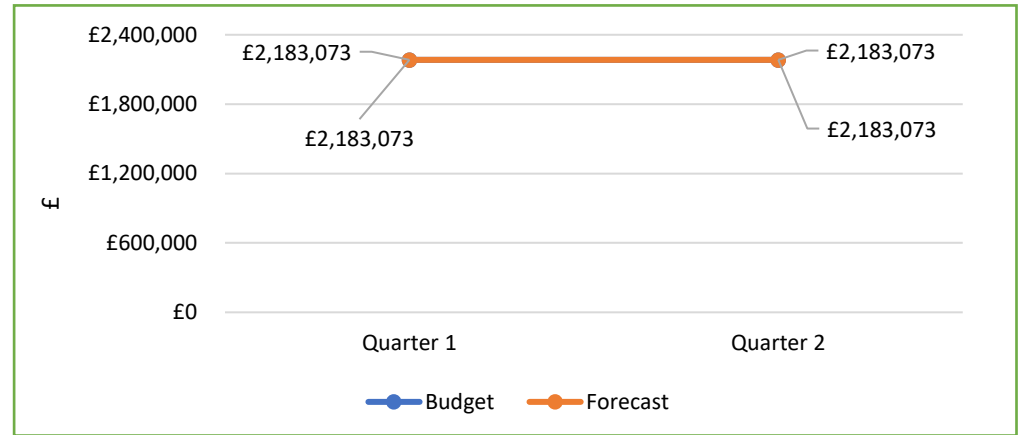
Risk	Corporate / Service Risk	Inherent Risk Score	Target Risk Score	Quarterly Risk Scores (Q3 2022/23 to Q2 23/24)			
				Quarter 3 22/23	Quarter 4 22/23	Quarter 1 23/24	Quarter 2 23/24
Eliminate profit from Social Care	Corporate	20	4	15	15	15	15
Pressure on the delivery of Children Services	Corporate	25	12	25	25	25	25
Safeguarding Risk	Service	20	4	4	4	4	4

## Service Area Finance Forecast (End of Quarter 2)

**Revenue Forecast**



**Capital Forecast**



# Programmes and Projects

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 2 RAG Assessment / % Completion	Commentary
<b>Residential Children's Homes Programme</b>	<p>Increase the number of placements for children available in residential care in Newport by developing LA provision. In doing so children can be cared for locally and are more able to develop resilience and sustain their local connections. Ensuring we are aspirational in the care of our children is part of this ambition as well as promoting the best use of our resources.</p> <p>This links with the WG eliminate profit agenda, regional developments and assists in providing support for children with the highest levels of vulnerability. The planned developments, include completion of Windmill Farm and Mill Barn, completion of Rosedale Annexes, work with Action for Children to develop a partnership to open a regional home for disabled children in Stow Hill, secure Cambridge House funding and change of use for UASC for children aged under 16 to support the National Transfer Scheme regionally.</p>	<p>Well-being Objective 3</p>	<p>Quarter 4 2027/28</p>	<p>75%</p>	<p>Windmill Farm and Mill Barn are now registered and in use. Rosedale annexes are expected to open in January 24, providing up to 4 emergency beds. Funding has been secured by our Action for Children partners for the development of a home for children with disabilities and work is also progressing on Cambridge House which will become a provision for UASC. The Eliminate team continue to collate data to inform future developments and project manage identified areas such as solo provision.</p>

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 2 RAG Assessment / % Completion	Commentary
<p><b>Unaccompanied Asylum Seeker Children (UASC)</b></p> <p><b>International Team</b></p>	<p>Newport is currently leading on a regional collaboration in order to develop effective services for unaccompanied minors in Gwent. A project manager has been appointed in order to scope existing services across Gwent and to mobile more rural LA's in developing a sufficient infrastructure and to meet the pressures of the mandated National Transfer Scheme.</p> <p>Newport is a City of sanctuary and supports families seeking refuge. Newport has seen a significant number of families settling in the City without recourse to public funds and fleeing war torn countries. Navigating the complex systems is a challenge for practitioners and families and therefore we seek to create an international social work team to develop expertise in order to ensure that our support offer meets the needs of the citizens presenting to us.</p>	Well-being Objective 3	Quarter 4 2023/24	90%	<p>Team in place but creation of a new senior practitioner post is being undertaken to help build leadership resilience within the team.</p> <p>Regional scoping exercise has been started and discussions with Gwent strategic leads is planned to explore and consider what a regional service could look like.</p> <p>The service is focusing on taking over responsibility for the no recourse to public funds activity and has already taken responsibility for the homes for Ukraine Scheme.</p> <p>Very recently the service has also partnered with the migration team and now fund a part time migration caseworker.</p> <p>Work is currently underway to develop a service level agreement with Asylum Justice to commission their legal services on a regional basis to ensure all Gwent UASC's are entitled to and eligible for legal aid and support when making asylum applications or appeals.</p>
<p><b>Regional Independent Domestic Violence Advocates (IDVA) service</b></p>	<p>Outsource commissioning of the Regional IDVA service. Third sector consortia to manage and develop further the regional resource funded by VAWDASV Welsh Government grant and Police and Crime Commissioner Office.</p>	Well-being Objective 3	Quarter 4 2023/24	80%	<p>This service is going out to tender with a collaboration agreement being drawn up by a legal professional.</p>

# Workforce Development

To support workforce development across Children Services, the following actions have been identified as priority between 2022-24.

Action	Outcome(s) of Action Delivery	Action Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
Build on the existing work to support staff to access social care training including the Open University (OU) route to social work qualification.	Retain staff in Newport and increase the pool of qualified social work staff.	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	50%	The Workforce team are supporting our staff to undertake the OU degree, the interviews were held- and we are supporting 16 people through the degree this year.
Access appropriate regional and National workforce development groups to increase capacity and support the whole social care workforce.	Increase the number of applications of staff to posts in Newport and retain staff within the social care workforce.	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024	70%	This remains high on the agenda, we are working with the workforce teams, to encourage more people into the profession. Social Care Wales is also paying the fees for the social work degree, which will assist with new starters.



# Objectives and Action Plan Update

Objective 1 - Deliver effective services to support children to safely remain with their families.						Objective 1 Mid-Year Assessment	
Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
1	Completion and implementation of Welsh Government action plan to work towards reducing the numbers of children who are looked after.	The delivery of all the actions in this section will support Children Services objective to reduce the number of children who are looked after and enable effective early intervention and prevention.	WBO 3 / Strategic Priority 2 WBO 3 / Strategic Priority 4	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2026	35%	Operational group is now in place which is focusing on the Safe Reduction of Looked After Children and Young People. The first stage of the work is focusing on specific cohorts and the operational group agreed to focus on placement with parents. The longer term plan is to report on this work and outcomes.
2	Continue to increase the support provided to Special Guardianship Order (SGO) carers within Newport.	Develop in house SGO support services. Explore kinship foster carers converting to SGO's	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2 WBO 3 / Strategic Priority 4	1 <sup>st</sup> October 2022	30 <sup>th</sup> June 2025	30%	The new team manager is in post and this work has now re-started.
3	Extend the Rapid Response team with an expanded evening and weekend crisis offer.	Number of families supported at point of crisis. Reduction in number of emergency placements. Bid to both Welsh Government and within NCC for resource to expand the Rapid Response team.	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2 WBO 3 / Strategic Priority 4	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	90%	We have utilised WG funding to increase the provision of the rapid response workers, including evening and weekend work. This offer has also been extended to the family support service. Thus offering a more flexible approach to allocating cases between the two teams, which allows for an enhanced and extended offer. We have appointed to most posts, awaiting staff start dates.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
4	Complete the embedding of MyST with all our teams.	Number of children supported by MyST to return home or to foster care from residential care.  Continue to work with MyST and the expansion of the team.	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2	1 <sup>st</sup> October 2022	30 <sup>th</sup> June 2024	90%	Myst continue to work with cases across children's services. A positive case example between family and friends team and Myst is being presented at the children's services staff conference in October.
5	Work with partner agencies to develop a shared understanding of Contextual Safeguarding within Newport and embed it into practice.	Reduction in number of older children being escalated for "secure" care.	WBO 3 / Strategic Priority 2 WBO 3 / Strategic Priority 4	1 <sup>st</sup> October 2022	30 <sup>th</sup> June 2024	75%	Contextual safeguarding work is now underway and the operational meetings are now being embedded in practice. This work is going to be reviewed and monitored for next six - 12 months. This area of work is developing and going in the right direction.
6	Develop increased opportunities for disabled children and their families to share quality time together. Develop group activities, build on skills in order to support wellbeing to prevent family breakdown.	Work in partnership with parents and partner agencies to develop collaborative opportunities for disabled children. Develop self-help groups, peer to peer support and direct/online training.	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2	1 <sup>st</sup> October 2022	30 <sup>th</sup> June 2024	80%	The Radical Reform funded project team which will be developing the offer to disabled children and their families is now formed and will be running family sessions of complex play over October half term where consultation will take place to plan and develop further opportunities both in term time and school holidays.

**Objective 2 - Improve outcomes for children in care and care leavers including a focus on safe reunification**

**Objective 2 Mid-Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
1	Increased housing options for care leavers. Currently Newport has a limited range of choices for housing for care leavers especially with a range of suitable support. This action will seek to address this gap. Work has already commenced and will continue.	All actions in this section will contribute to improving outcomes for children in care and care leavers.	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	35%	A multi-agency Framework for accommodation for young people is being started in October 2023. There are 3 care leaver properties being developed. Stanley Road (Pobl) is due to come online in January 2024. A second property has been secured through Alliance Housing and an offer has been made and accepted - This is still in its early stages and regional funding is now being applied for. Alliance are now sourcing a third property.
2	Continue to develop a range of options for CLA to engage in work experience and have the offer of a mentor.	To improve opportunities of successful employment To explore traineeships and apprenticeship offer within the local authority	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	40%	Training and development working group is maturing with the addition of health partners and the inclusion of a HR rep who is linked to the apprenticeships and shared prosperity fund. Work is underway to develop 3 pathways for care experienced young people. These are: Pre engagement pathway - for young people who are not work ready but need to be engaged with training and employment - Training providers are looking at this part of the proposal.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
2	Continue to develop a range of options for CLA to engage in work experience and have the offer of a mentor.	To improve opportunities of successful employment To explore traineeships and apprenticeship offer within the local authority	WBO 1 / Strategic Priority 6  WBO 3 / Strategic Priority 4	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	40%	<p><b>Traineeships</b> - For young people who are ready but not sure what they want to do and would benefit from employment work experience and an opportunity to try a variety of placements before deciding what they want to do. Private providers are working on this part of the proposal (we currently have two providers). Health are keen to consider how the shared prosperity fund may help them to develop their proposal.</p> <p><b>Apprenticeships</b> - For young people who are work ready and know what which area of work they would like to be trained in. Training providers and businesses/partners are currently developing the proposal for this area. The Local Authority is also part of this stage of the offer.</p> <p>Partnership meetings are monthly and progressing well. The plan is to seek agreement through from the Local Authority and then roll out the pilot group pathways within the next 6 months.</p>

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
3	Develop Young Persons Accommodation Pathway in conjunction with housing and Housing Support Grant (HSG).	To create an effective accommodation pathway which provides a range of accommodation options and a robust mechanism to identify the right provision - Task and Finish group to be set up to help facilitate this work. To create a framework for commissioning the appropriate accommodating for our CLA, 16+ and Unaccompanied Asylum Seeker Children (UASC). Development of the transition training flat service. Development of the Joint housing strategy.	WBO 3 / Strategic Priority 2  WBO 3 / Strategic Priority 6	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025	20%	Framework for accommodation is being developed as of October 2023 onwards. Newport's accommodation pathway for young people is being developed and finalised. All activity in relation to this objective is now reporting to the Housing Transformation Board.
4	Develop our participation and co-production offer for CLA and Care Leavers.	To ensure that CLA and Care Leavers have an active voice in shaping, designing and commissioning their services. To promote the development of a Children Young People (CYP) forum for CLA, Care Leavers, UASC and those CYP known to the Youth Justice Service.	WBO 3 / Strategic Priority 1  WBO 3 / Strategic Priority 2	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025	35%	Update is the same as the update in relation to co-production and participation for children looked after/those known or open to the YJS.

**Objective 3 - Ensure a range of placements are available for children looked after.**

**Objective 3 Mid-Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
1	To use WG funding to develop a family centre resource to promote families remaining together	To Promote Families to remain together and reducing the amount of Children Looked After (CLA).	WBO 3 / Strategic Priority 1	1 <sup>st</sup> March 2023	31 <sup>st</sup> March 2024	85%	With the WG funding we have been able to secure additional monies to support the radical reform of the Cwtch Family Centre. We are looking at making the centre the hub of the community for our families. Ensuring that their family time is interactive and person centred, whilst promoting strengths. We have created an additional 3 posts to support the assessment element of the Family Centre. We have recruited successfully in to all 3 posts. One parenting assessment worker has started. The other two posts have been filled with staff due to start in November. The funding is in place until 2025.
2	Increase the proportion of foster care provision within Newport.	<p>Number of foster carers residing within the Local Authority area.</p> <ul style="list-style-type: none"> <li>• % of CLA in foster placements within the Local Authority.</li> <li>• Target reduction in the number of foster placements provided out of area.</li> <li>• Review and improve foster care recruitment strategy.</li> </ul> <p>Explore opportunities for regional commissioning for specialist area</p>	<p>WBO 3 / Strategic Priority 1</p> <p>WBO 3 / Strategic Priority 2</p>	1 <sup>st</sup> October 2022	31 <sup>st</sup> August 2024	40%	This work remains ongoing and is supported by fostering Wales and the Eliminate Regional team. A new dedicated fostering recruitment officer is now in post, funded for 2 years.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
3	Focus on developing specialist fostering placements with psychological support.	Increase in availability of placements for older children. Campaign work with Foster Wales and Regional Development Manager.	WBO 3 / Strategic Priority 2	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	50%	This work remains underway but recruitment challenges continue. Myst foster carer consultations continue and some training.

**Objective 4 - Prevent offending and re-offending by children and young people.**

**Objective 4 Mid-Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
1	Further develop the support provided by the Youth Justice Service (YJS) incorporating robust early intervention and prevention work; and future service transformation work.	Holistic and timely support is available to all children accessing the service from a multi-agency team, and built into their intervention plans.	WBO 3 / Strategic Priority 4 WBO 4 / Strategic Priority 7	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	70%	Promoting positive engagement fund is still under review but new model is nearly in place and operational group is being developed to design and implement the new PPE multi-disciplinary team. Turnaround is now embedded into the service and performance is higher than expected. Both funding streams are helping to strengthen the early intervention and prevention work. Contextual safeguarding activity is now enabling us to identify that an outreach offer would be beneficial and this will inform future funding applications.
2	Acquisition of new YJS intervention hub – to promote multiagency working through early prevention and intervention work.	To facilitate and provide CYP open to the YJS receive quality preventions and interventions from a range of different areas including alternative education and accredit qualifications and life skills.	WBO 3 / Strategic Priority 4 WBO 4 / Strategic Priority 7	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025	5%	Next steps are to discuss at Asset rationalisation Project Team meeting to ensure it's on the agenda and for the report to be collated. Regional funding rep has been informed and is aware that a potential property/plot has been identified but needs to go through the asset rationalisation processes and board for consideration first and then the process of seeking a viability study will be explored.



Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q2 RAG Assessment / % Completion	Commentary
3	Develop our participation and co-production offer for all CYP known to the YJS.	Development of volunteers – to include service users. Develop Participation and engagement with services. Ethnically diverse groups. Enable and facilitate service development through co-production with CYP.	WBO 3 / Strategic Priority 4 WBO 4 / Strategic Priority 7	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	30%	Coproduction and participation working group is underway and draft strategy has been developed. The YJS work strand sits within the larger coproduction and participation work group.

# Performance Measures

Annual performance measures are not included in the Mid-Year review and will be reported as part of 23/24 End of Year Review. The table below provides the latest position reported at the end of quarter 2 (30<sup>th</sup> September 2023).

Note: Children Services performance measures do not have targets as these are demand led. Performance will be assessed in comparison to previous year's performance.

Performance Measure / Description	End of Year Performance (21/22 to 22/23)		Mid-Year Performance 2022/23	Mid-Year Performance 23/24
	Actual 2021/22	Actual 2022/23	Actual Q2 2022/23	Actual Q2 2023/24
<b>National CH001-</b> The number of contacts for children received by statutory Social Services during the year.	11,311	11,024	5,555	6,105
<b>National CH/005b-</b> The number where physical punishment by a parent or carer was the only factor	85	119	29	45
<b>National CH/015-</b> The total number of children with a care and support plan on 31 <sup>st</sup> March	945	978	975	888
<b>National CH/026-</b> The total number of children on the child protection register at 31 <sup>st</sup> March.	127	135	138	141
<b>National CH/033-</b> The total number of reports of child exploitation received during the year	122	141	95	69
<b>National CH/036-</b> The total number of children removed (de-registered) from the child protection register in the last 12 months	207	201	97	73
<b>National CH/037-</b> The number of children becoming looked after during the year.	166	122	62	58
<b>National CH/039 -</b> The number of children looked after at 31 <sup>st</sup> March.	372	376	370	368
<b>Local CH/L002-</b> The number of children who ceased being looked after during the year.	120	113	62	67
<b>National CH/043-</b> The total number of children looked after at 31 <sup>st</sup> March who have experienced three or more placements during the year.	50	34	37	36
<b>National CH/045 -</b> The total number of children who returned home during the year	33	49	20	21
<b>National CA/011 -</b> The total number of contacts to statutory social services by young carers or professionals contacting the service on their behalf received during the year. Provided by Barnardos	127	111	45	65
<b>National CH/L004 -</b> Number of Childrens Residential Fostering Beds	22	24	20	28
<b>National CH/L005 -</b> Number of Children in care proceedings during the year	56	73	35	44

## Youth Justice Service Performance Measures

Performance Measure / Description	End of Year Performance (21/22 to 22/23)		Mid-Year Performance 22/23	Mid-Year Performance 23/24		
	Actual 2021/22	Actual 2022/23	Actual Q2 2022/23	Actual Q2 2023/24	Target 2023/24	Commentary
Total Number of first Time Entrants (Less is better)	13	23	16	1	25	Less is better, YJS would want to see a reduction in the numbers of entrants into the criminal justice system.
% of cases open to the YJS on a prevention basis. (More is better)	66.4%	67.2%	61.76% (105/170)	53.1% (77/145)	60%	More is better – YJS are working to a new referral Prevention Panel. All new referrals are to be reviewed before acceptance. Referrals made to YJS incorrectly are being signposted to correct referral routes.
% of cases open to the YJS on an out of court disposals. (Less is better)	24.1%	23.3%	25.9% (44/170)	32.4% (47/145)	29%	Whilst YJS would want to see a reduction in Out of Court Disposals, on the whole, this is a preferred option instead of a Statutory Order. Target will be reviewed as part of the service area 23/24 review
% of cases open to the YJS on a statutory order. (Less is better)	8.8%	8.7%	10.6% (18/170)	14.9% (21/145)	11%	Less is better, YJS would want to see a reduction in the numbers of entrants into the criminal justice system
% of cases on remand. (Less is better)	0.7%	0.9%	1.76% (3/170)	2.76% (4/145)	1%	Less is better, as YJS would want to have no Remands Cases where possible. In this period there were three Young People who were remanded, one Young Person was remanded on two separate occasions. The offence committed: Robbery x 2 Breach of Bail x 2 Target will be reviewed as part of the service area 23/24 review
% of cases re-offending (re-offending rates). (Less is better)	8.9%	3.6%	4.71% (8/170)	6.21% (9/145)	11%	Less is better - YJS would want to see numbers of re-offending cases to be as low as possible. In this period seven Young People re-offended, however two young people re-offended on two occasions, taking the total to nine. Target will be reviewed as part of the service area 23/24 review
% of cases open to the service with Criminal Exploitation (CE) /Criminal Sexual Exploitation (CSE). (Less is better)	29.5%	14.6%	18.24% (31/170)	8.97% (13/145)	24%	Less is better - YJS would want to see a reduction in CE or CSE cases. Target will be set for 2023/24

# Glossary

## Service Area Project / Action Assessment

RAG Status	Description
X%	Project / Action is not on track to deliver with major issues preventing the action being completed by the agreed ' <i>Target Date</i> '. Immediate management interventions is required to improve performance and escalation to Directorate Management Team and/or relevant Board.
X%	Project / Action is mainly on track with some minor issues which could prevent the Project / Action being completed by the agreed ' <i>Target Date</i> '. Management intervention(s) required to improve performance and close monitoring by the Head of Service / Service Management Team.
X%	Project / Action is on track to be completed by the Agreed ' <i>Target Date</i> '.
C	Project / Action has been successfully delivered

## Performance Measure Monitoring / Tolerance Assessment

Newport City Council has agreed a 15% tolerance against targets set in service plans.

RAG Status	Description
=>15%	Performance is under achieving against Target or previous year's performance. Immediate management intervention and escalation to Directorate Management Board is required.
<15%	Performance is off target or Previous Year's Performance but within a variance of 15%. Management intervention and close monitoring by the Head of Service / Service Management Team is required.
	Performance is achieving / succeeding against its agreed Target or Previous Year's Performance.

## Risk Assessment Matrix

Probability	5	5 - Moderate	10 - Major	15 - Severe	20 - Severe	25 - Severe
	4	4 - Moderate	8 - Moderate	12 - Major	16 - Severe	20 - Severe
	3	3 - Low	6 - Moderate	9 - Major	12 - Major	15 - Severe
	2	2 - Low	4 - Moderate	6 - Moderate	8 - Moderate	10 - Major
	1	1 - Very Low	2 - Low	3 - Low	4 - Moderate	5 - Moderate
		1	2	3	4	5
		Impact				

## Abbreviations

Abbreviation	Description
UASC	Unaccompanied Asylum Seeker Children