
NOTICE OF MEETING

EDUCATION, CHILDREN & YOUNG PEOPLE SCRUTINY PANEL

TUESDAY, 16 JUNE 2015 AT 7.00 PM

GROUND FLOOR MEETING ROOM 5 - CIVIC OFFICES

Telephone enquiries to Lisa Gallacher lisa.gallacher@portsmouthcc.gov.uk
Email: 02392 834056

Membership

Councillor Will Purvis (Chair)
Councillor Hannah Hockaday (Vice-Chair)
Councillor Ryan Brent

Councillor Ken Ferrett
Councillor Paul Godier
Councillor Suzy Horton

Standing Deputies

Councillor Ben Dowling
Councillor John Ferrett
Councillor Margaret Foster

Councillor Lynne Stagg
Councillor David Tompkins

(NB This Agenda should be retained for future reference with the minutes of this meeting.)

Please note that the agenda, minutes and non-exempt reports are available to view online on the Portsmouth City Council website: www.portsmouth.gov.uk

AGENDA

- 1 Apologies for absence**
- 2 Declarations of Members' Interests**
- 3 Minutes of Previous Meeting - 16 March 2015 (Pages 1 - 4)**

RECOMMENDED that the minutes of the previous meeting of 16 March 2015 be confirmed and signed by the chair as a correct record.

4 Review into Progress against the Youth Offending Team Improvement Plan (Pages 5 - 54)

The panel's final report is attached.

RECOMMENDED that the panel sign off this report.

Members of the public are now permitted to use both audio visual recording devices and social media during this meeting, on the understanding that it neither disrupts the meeting or records those stating explicitly that they do not wish to be recorded. Guidance on the use of devices at meetings open to the public is available on the Council's website and posters on the wall of the meeting's venue.

Agenda Item 3

EDUCATION, CHILDREN & YOUNG PEOPLE SCRUTINY PANEL

RECORD OF DECISIONS of the meeting of the Education, Children & Young People Scrutiny Panel held on Monday, 16 March 2015 at 7.00 pm in Conference Room L, second floor, Civic Offices

Present

Councillor Will Purvis (in the Chair)
Lynne Stagg

10. Apologies for absence (AI 1)

Apologies were received from Councillor Dowling.

11. Declarations of interest (AI 2)

There were no declarations of interest.

12. Minutes of the meeting held on 24 February 2015 (AI 3)

RESOLVED that the minutes of the Education, Children and Young People Scrutiny Panel held on 24 February 2015 be confirmed as a correct record.

13. A Review into Progress against the Youth Offending Team Improvement Plan (AI 4)

The Chair welcomed all guests to the meeting and introductions were made around the table before evidence was given.

Julia Katherine, Inclusion Commissioning Manager

Julia explained that she had represented education on the YOT Board since January 2014 with the aim to address the issues raised in the Ofsted inspection report. The education link worker role had been revised and following three previous attempts to recruit, the position has now been filled. The education worker provides the link between the YOT, schools and colleges and also retains strong links with existing teams within education including the special educational needs and disabilities team and the school attendance team. New statutory duties relating to young offenders with special educational needs come into force on 1 April 15. PCC are well prepared for this, having worked with the Department for Education to pilot these changes prior to implementation.

Initially the Education YOT Link Worker was asked to focus on getting post-16 young offenders into education, employment or training (as this was raised as an area of concern in the inspection report). There is now good evidence that this increasing numbers of young people are now accessing education, employment or training.. There is also a better understanding of the data on young people who are not accessing education, employment or training, for

example understanding the differences between those young people who do not have an offer of education, employment or training and those who have an offer, but are choosing not to access this. A review of all of the cases of school-age children who are not accessing full-time education has been able to confirm that plans are in place to increase the attendance of these children and that where they are on part-time timetables, these are regularly reviewed. The next step is to ensure that this information is fully integrated within YOT reports. This will be addressed through the audit that is currently taking place and which will be reported back to the next YOT Board meeting.

In response to questions the following points were clarified:

- 75-85% of the cohort has special educational needs. The new legislation gives PCC responsibility for making sure the cohort receive the correct education whilst in custody.
- Schools buy into the military preparation college and the YOT are confident that the education aspect is sufficient. Desistance theory looks at how and why people stop offending and the YOT encourage young offenders to consider the military preparation college.
- Audits take place into individual plans and the health audit is ongoing. Following the Children's Social Care safeguarding audit the team will be in a much stronger position identify any deficits. The demographics of the YOT cohort have changed. The reoffending tracker identified an emerging a pattern of concern with 10-14 year olds and this information was used to focus resources.
- The education audit would be completed by the end of April.
- Quality assurance strategy to deliver a number of things in place looking at systems and areas where improvement is needed. Workforce development strategy drawn up with input from the YJB regular audit by managers and YJB dip sample. There is congruence with the YJB assessments. There is now a need to look further to see how well plans are integrated with the YOT improvement plan.
- The YOT has a full complement of staff for the first time in three years and if a member of staff leaves or is off sick there is currently the capacity to back fill. It has been difficult to recruit people with the right skills.
- The induction process was reviewed and revised last summer which is working well. A 'buddy' system is in place for new members of staff. Jon Gardner monitors and tracks supervision. Sessions with CAMHS to provide support clinical support sessions starting end of April. A measured and planned approach.
- There are currently no long term sickness issues. In June and July 8.8% days sickness but this reduced to 1% for October and November.
- The panel felt that the YOT now had an excellent staff and the right systems were in place.

Anne Fleming, Child and Adolescent Mental Health Service (CAMHS) Service Manager, Solent NHS Trust

Anne explained that the YOT provides an assessment and intervention service for children and young people (10-17 years) who have committed a criminal offence. The team has a specialist CAMHS nurse attached, who

provides mental health consultation, training and direct work. The team also assist with speech and language therapy and there is training for YOT officers to understand and identify speech and language problems had been provided by the Solent Speech and Language Therapy Service.

Previously there was no clear inter-agency working between health and the YOT. Discussions taking place with the CCG about how to enhance the offer. The CAMHS team are also working with the YOT to identify any specific training which is not in place. A training session on loss and bereavement training is being considered and details had been provided to the YOT manager to explore what is required.

In response to questions the following points were clarified:

- There is no physical healthcare nurse in place to ensure that the young people are looking after their health which is often not their main priority. Physical health is one of the most overlooked factors and things such as poor diet and poorly controlled medical conditions could lead to serious health issues in the future. Undiagnosed brain injuries can also be a factor linked to criminal behaviour. The YOT are linked with Headway, the brain injury association, who offer sessions to staff on implications of an acquired brain injury. The team are also looking to have a session in A&E to get first-hand experience of brain injuries.
- The new AssetPlus assessment tool will provide a holistic assessment and intervention plan. This allows one record to follow a child or young person throughout their time in the youth justice system. In Portsmouth this will go live in Summer 2016. Portsmouth YOT has chosen to adopt this approach before going live and all young people are screened. Still not capturing all but there are robust systems in place.
- Obtaining GP details from young people can be a challenge and has been more difficult than initially envisaged. This has delayed the health audit.
- The substance misuse worker is in the process of being TUPE'd over to Public Health and they will continue to work with the YOT and the LAC team. There has been a significant reduction in the number of LAC from 23% down to 8%.
- There was now a need to ensure that all the training received by the YOT team is fully embedded and this continues to be an area of focus for the YOT board. More work in terms of identifying specialist health needs and know what needs to be completed.
- The YOT team can screen to individual's health needs and there is a need to ensure that they all receive the same pathways.
- Health needs can be missed. The team ensure support continues once they stop offending. Education and home environment are the biggest factors to help ensure reoffending does not occur.

YOT Improvement Plan Part B

Hayden Ginns advised that he was confident the team had met all the objectives within part A of the improvement plan. This would be signed off at the next YOT board and governance of the YOT was strong. Part B of the

Improvement Plan is the detailed frontline issues and huge progress has been made. The content of this had not changed since the last meeting.

In response to questions the following points were clarified:

- Members of the YOT team had received a great deal of training which had now been left for the team to embed. There was a training plan however in place for next year. Making every contact counts training scheduled for January and he needed to reflect with health colleagues how the team use this. Assessment, planning, intervention and supervision training (APIS) had also taken place which is reflected upon monthly with audits. This was a continual process and reflective discussions were starting to take place.
- Good practice is rewarded through support arrangements. Work had taken place between the board and the management team and two development days had taken place to bring the two closer together. There had been a lot of cultural change in the team about how to work differently and with partners and there was now a much improved feeling and improved morale within the team. This was highlighted this week with the implementation of the new casework system. There had been a few teething issues but the staff had remained positive and not become demoralised. Councillor Stagg felt that it was important that someone outside of the team praised the YOT team for their hard work and positive attitudes so that they know they are valued and this would give them an incentive to continue the good work. It was suggested that the Lord Mayor may wish to thank the team and officers said they would look into this. Jon Gardner added that the team kept a 'smile file' where any support from colleagues or notes of thanks are stored which staff could access if they are feeling disheartened.
- Jon Gardner showed councillors the latest YOT newsletter which had some artwork from one of the young people. Members felt this was very impressive and was an excellent way of allowing them to express themselves. He said he would ensure that councillors receive email copies of the newsletters.
- None of the objectives on part B were classified as red, there were a few that were amber but these were more technical actions. Members were pleased with the progress and commented that it had been an ambitious plan.
- The next YOT inspection was due the first week of May followed by an inspection in July.

14. Dates of Future Meetings (AI 5)

The panel felt it would be useful to write up the evidence received so far and to hold an informal meeting to see whether there is any further evidence required to complete their review. The date of the informal meeting was agreed as 2 April at 7:00pm.

The meeting concluded at 8.05 pm.

Councillor Will Purvis

Agenda Item 4



Portsmouth
CITY COUNCIL

EDUCATION, CHILDREN AND YOUNG PEOPLE
SCRUTINY PANEL

**A REVIEW INTO PROGRESS AGAINST THE YOUTH
OFFENDING TEAM IMPROVEMENT PLAN**

Date published: 16 June 2015

Under the terms of the Council's Constitution, reports prepared by a Scrutiny Panel should be considered formally by the Cabinet or the relevant Cabinet Member within a period of eight weeks, as required by Rule 11(a) of the Policy & Review Procedure Rules.

PREFACE

The Education, Children and Young People Scrutiny Panel undertook a review into progress against the Youth Offending Team Improvement Plan. This was drawn up following an Ofsted inspection November 2013 which had identified particular weaknesses in Portsmouth, together with higher than average rates of reoffending.

The aim of this review was to investigate how the council and partners are responding to the finding of the YOT inspection in 2013, and the progress against the subsequent Improvement Plan.

During the review which was carried out between February 2015 and June 2015, the Panel received evidence from a number of sources, which it used to draw up a series of recommendations to submit to the Cabinet. The Panel noted that good progress is being made in implementing the actions on the improvement plan and that good progress is being made with reducing re-offending rates and custody rates. The Panel also found the governance of the YOT Board to be strong and felt that the YOT team had adapted to recent changes in a professional manner.

I would like to convey, on behalf of the Panel my sincere thanks to all the officers and witnesses who contributed to making this review a success.

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Councillor Will Purvis

Chair, Education, Children and Young People Scrutiny Panel.

Date: 16 June 2015

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EXECUTIVE SUMMARY

1. To consider progress against the three national indicators

Portsmouth Youth Offending Team (PYOT) is measured nationally against three key performance indicators; Preventing First Time Entrants (FTE's) into the Youth Justice System, Reducing the Rate of Reoffending and Reducing the Rate of Custody.

The Panel learned that the trend for FTE's since 2009 is downwards however in comparison with 12 months ago there has been a slight increase. Measures are in place to address these concerns including multi agency triage panels to ensure that only those who need to progress into the Youth Justice System do so. Data for reoffending rates is historic and the reoffending rates relates to a cohort of young people who first offended two years ago. There has been a more recent downward trend in reoffending rates and the number of offences per offender is slowly reducing. There has been a significant reduction in custody rates in the last year and figures for Quarter 3 continue to decrease which is encouraging. One reason for this is improved practices and integrated working across the city by PYOT in recent months to ensure that the highest risk young people are effectively targeted.

2. To consider progress against the Improvement Plan

The Panel were advised that following the HMIP inspection a number of areas had been recommended for improvement. They had however noted that there were some positive developments and signs of encouragement with developing YOT management and staff groups. The Improvement Plan is split into part A, which focusses on improvements at Board level, and part B which focuses on improvements at team level. During the review the Panel received copies of Part A and Part B of the Improvement Plan each time this had been updated following the YOT Board meetings.

All of the actions within Part A of the Improvement Plan had been completed with the final few actions being signed off at the March YOT Board meeting. Huge progress had been made on Part B and all of the actions had seen some progress. There were a few areas where the actions were yet to be signed off as green but measures were in place to ensure that these would be signed off in the next few months.

3. To consider the effectiveness of management and governance arrangements through the YOT Management Board

The Panel were advised of the composition and role of the YOT. The YOT Board provides oversight, support and challenge to the Youth Justice Services in Portsmouth. The panel received evidence from the Chair of the YOT Board, Superintendent Stuart Murray, about the induction process for new members which included meeting with the chair, working through a handbook and visiting the YOT team to see

work in progress. Superintendent Murray is due to step down from the role later this year and would be replaced by Chief Superintendent Will Schofield. The Panel felt that Chief Superintendent Murray had done an excellent job in improving the governance of the YOT Board and were confident that arrangements were in place to ensure a smooth transition to the new YOT Board Chair. Work has taken place between the Board and the management team and two development days had taken place to bring the two closer together. There had been a lot of cultural change in the team about how to work differently and with partners and there was now a much improved feeling and morale within the team.

The induction process for the YOT team had been reviewed and revised last summer and is working well. The Panel felt that the YOT now had an excellent staff and the right systems were in place to continue the team's improvement journey.

4. To assess how well the partnership is integrating interventions with young people

The Panel received evidence from the Inclusion Commissioning Manager about how the partnership is integrating interventions by working with education. The education link worker provides a link between the YOT, schools and colleges and also retains strong links with existing teams within education. The link worker focussed on getting post 16 young offenders into education, employment or training and there is now strong evidence that increasing number of young people are now accessing education, employment or training. Plans are in place to increase the attendance of school-age children not accessing full time education and this is reviewed for children on part time timetables. An education audit is due to be completed by the end of April which will address these issues.

The Panel also heard from the Locality Manager at Solent NHS Trust about the assessment and intervention service for children and young people. The YOT has a specialist Child and Adolescent Mental Health (CAMHS) nurse attached who provides mental health consultation, training and direct work. The CAMHS team are assisting the YOT in identifying further training requirements for staff which is not currently in place.

5. To consider how effectively service users including victims are engaging with the YOT

The PYOT is committed to ensuring that young people, parents/carers and their victims are effectively worked with and has a comprehensive document for all new starters detailing how it can facilitate young people's compliance with their intervention plan. In addition to this there are several other actions that YOT staff should undertake with all young people that they work with.

One of these is the Viewpoint questionnaire which young people are asked to complete at the end of their supervision. The results of these are aggregated into a spreadsheet twice a year to address the feedback from these questionnaires. The results of the 2014/15 survey were very encouraging with 67% of the young people who felt the service given to them by the YOT was very good and 26% who felt it was good.

Conclusions

Based on the evidence and views it has received during the review process the Panel has come to the following conclusions:

1. The panel noted that the YOT team had undergone substantial change and have adapted to this in a professional manner. The YOT now had an excellent staff and the right systems are in place.
2. Good progress is being made with reducing re-offending rates and reducing custody rates with figures continuing to decrease. The panel noted that figures for first time entrants had increased slightly in comparison to 12 months ago.
3. The Panel felt that Chief Superintendent Murray had done an excellent job in improving the governance of the YOT Board and were confident that arrangements were in place to ensure a smooth transition to the new YOT Board Chair.
4. The panel welcomed the progress made to date on implementing the actions on the YOT improvement plan and particularly welcomed the co-location of CAMHS and substance misuse workers within the YOT Team. The panel noted that there are still some actions to be signed off as green and that work is underway to ensure that these would be signed off in the next few months.
5. Results from the 2014/15 viewpoint questionnaire given to the YOT cohort are very positive. The incoming Restorative Justice Worker will be reviewing feedback from the victim satisfaction forms.

Recommendations

1. To ensure that continuing support is provided to the team for embedding change and adequate time is given to reflect upon their recent training (conclusion 1).
2. That the YOT team are given recognition for their hard work and commitment and that the YOT Manager makes enquiries about what mechanisms are in place to reward the team. (conclusion 1)
3. That the multi-agency triage panel due for implementation in April continues to progress to reduce the number of first time entrants to ensure that only those who need to progress through the Youth Justice System do so. (conclusion 2)
4. That progress continues with the Integration of the YOT with education (conclusion 4)
5. To ensure that audits on health and education are completed and fully assessed (conclusion 4)
6. To ensure that the Restorative Justice Worker is given the full support needed to address the feedback from the Victim

Satisfaction Forms and complete the strategy document (conclusion 5)

The budgetary and policy implications of these recommendations are set out in section 11 on pages 22-23.

1. Purpose.

The purpose of this report is to present the Cabinet with the recommendations of the Education, Children and Young People Scrutiny Panel following its review into progress against the Youth Offending Team Improvement Plan.

2. Background.

2.1 The Portsmouth Youth Offending Team (PYOT) was established on 1 April 2012 following disaggregation from Wessex Youth Offending Team. Following this published data on first time entrants to the criminal justice system in Portsmouth had showed substantial improvement. However, HMIP had chosen to inspect Portsmouth in November 2013 primarily because of concerns arising from the core case inspection of Wessex YOT in 2011, which had identified particular weaknesses in Portsmouth, together with higher than average rates of reoffending. Areas where improvements were identified were:

- Governance
- Performance Management
- Partnerships
- Professional Practice

2.2 A post inspection improvement plan was drawn up and the Education, Children and Young People Panel (henceforth referred to in this report as the Panel) felt it was an appropriate time to scrutinise this leading up to the next YOT Inspection due in May 2015.

2.3 The review of the Youth Offending Team Improvement Plan was undertaken by the Education, Children and Young People Scrutiny Panel, which comprised:

Councillors Will Purvis (Chair)
Ben Dowling
Ken Ferrett
Paul Godier
Lynne Stagg
Alistair Thompson

Standing Deputies were: Councillors Margaret Adair, Colin Galloway, Terry Hall and Matthew Winnington.

2.4 At its meeting on 24 February 2015, the Panel agreed the following objectives for a scrutiny review of progress against the PYOT Improvement Plan:

- To consider performance against the three National Indicators

- To consider progress against the Improvement Plan
 - To consider the effectiveness of management and Governance arrangements through the PYOT Management Board
 - To assess how well the partnership is integrating interventions with young people
 - To consider how effectively service users including victims are engaging with the PYOT
- 2.5 The Panel met formally to discuss the review on three occasions between 2 February 2015 and 16 June 2015.
- 2.6 A list of meetings held by the Panel and details of the written evidence received can be found in *appendix one*. A glossary of terms used in this report can be found in *appendix two*. The minutes of the Panel's meetings and the documentation reviewed by the Panel are published on the council's website www.portsmouthcc.gov.uk.

3. To consider performance against the three National Indicators

- 3.1 The Panel received evidence from the PYOT Manager. He advised that PYOT is measured nationally against three Key Performance Indicators; Preventing First Time Entrants Into the Youth Justice System, Reducing the Rate of Re-Offending and Reducing the Rate of Custody. As well as measuring the trends of the last three years' worth of data, locally, the PYOT Management Board has set a target of being in the top three of their comparator YOTs by 2016.

Reducing First Time Entrants into the Youth Justice System

- 3.2 The graphs below paint a mixed picture. The trend of First Time Entrants (FTE) since 2009 is clearly downwards. In many respects this is a success story. It is one that is also replicated across the country.
- 3.3 However, it is a concern that this decline has plateaued and in Quarter 2 of 2014/15 there is even an increase. There has been a reduction in the three year trend (and also from Quarter 2 to Quarter 3). However in comparison with 12 months ago, there has been an increase in FTE. This increase is in contrast to what other YOTs have experienced in last 12 months. In many respects the figures are figures in this respect may be seen as a reflection on the support provided to young people (including those beneath the age of criminal responsibility) to address the complex criminogenic needs which some of them may exhibit prior to involvement with the Youth Justice System.
- 3.4 Work is already underway to address these concerns and the rise in FTE's. The Children's Trust is developing Multi Agency Teams to ensure joined up early intervention is focussed at those who need it. In relation to offending Multi Agency Triage Panels are planned for roll out in April- again to ensure bespoke interventions are offered; to ensure only those who need to progress through into the Youth Justice System do so. Any young person who comes into contact with the police who reaches a

certain criteria will be discussed at a multi-agency panel and it is anticipated this would have a significant impact on reducing first time entrants into the youth justice system.

3.5 Fig 1

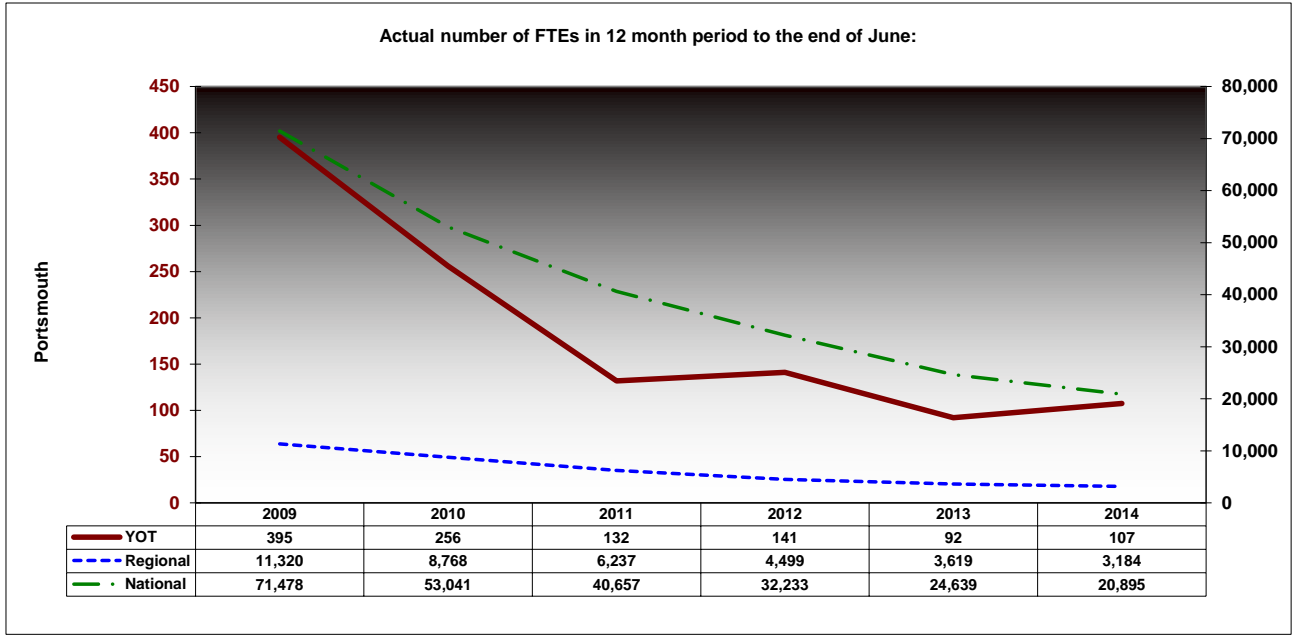
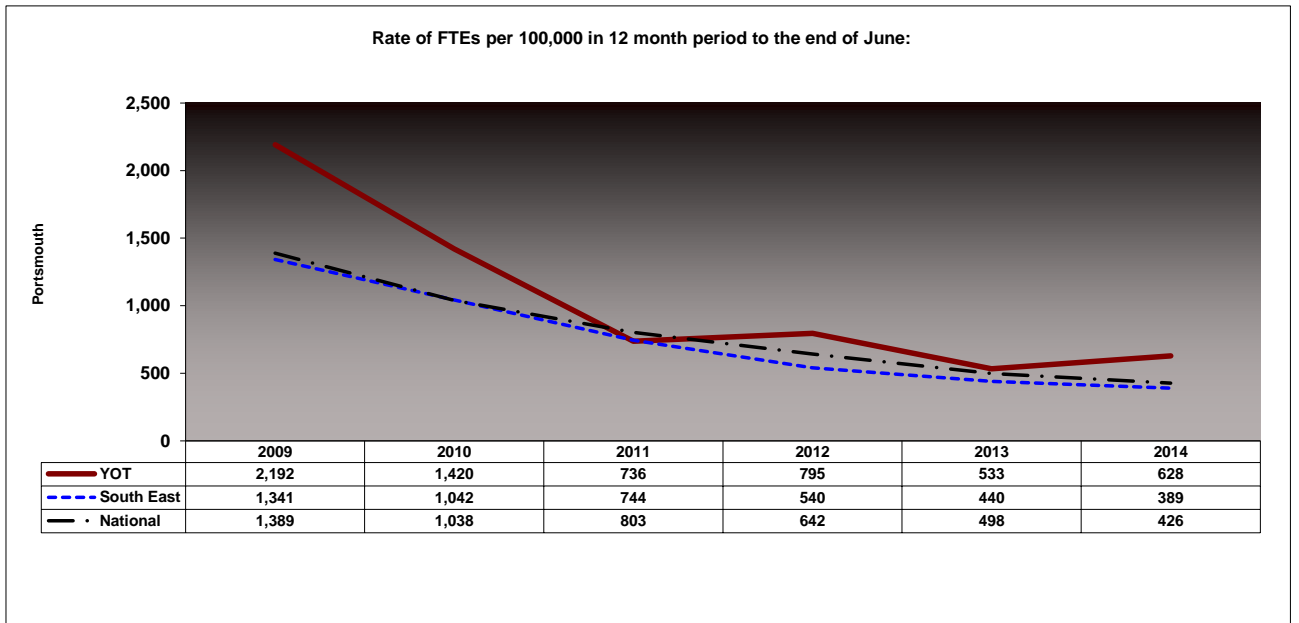


Fig 2



Re-offending rates

Fig 3; Re-offending Data

Portsmouth Trend Data					
Quarter	Cohort Size	Re-offenders within 12 months	Re-offences within 12 months	Offences per offender	Proportion of YPs who re-offend
Q1 (13/14)	350	164	636	1.82	46.9%
Q2 (13/14)	343	168	653	1.90	49.0%
Q3 (13/14)	333	161	608	1.83	48.3%
Q4 (13/14)	323	158	614	1.90	48.9%
Q1 (14/15)	304	138	550	1.81	45.4%
Q2 (14/15)	277	123	506	1.83	44.4%

3.6 As is evident from the chart above (fig 3), there is a downward trend in re-offending rates although offences per offender has plateaued. It should be noted that data for this particular measure is historic and the re-offending rates relates to a cohort of young people who first offended three years ago. In Quarter 3 the reoffending rates per offender reduced to 1.74. So, the data for Quarter 3 14/15 relates to a group of young offenders coming into contact with the YOT from April 2012 to March 2013. The YOT is currently using a live tracker to measure real time re-offending rates. This indicates that currently the projected National Binary rate of re-offending is 23.5%. In Portsmouth the projected rate is 13.1%. In addition the projected National Frequency Rate is 0.78%. In Portsmouth it is 0.46%. Re-offending rates therefore sit encouragingly below projected national averages for both measures. It is the historical figure which is measured nationally. The PYOT is currently using a live tracker to measure real - time reoffending rates.

3.7 There are a number of reasons for this reduction and the PYOT manager felt that greater joined up working between agencies in the city and improved PYOT practices since disaggregation from Wessex YOT have played a part.

3.8 The YJB measured re-offending rates which are still high when compared to other YOTs though and there is still considerable work to undertake. However, the YJB advised in their quarterly report for Q2 14/15 that *"Performance has improved against both the binary and the frequency measures of reoffending during the period between Jan-Dec 11 and Jan-Dec 12 in line with the national trend although set against the trend towards a deterioration across the South East. (A mixed picture can be seen across Hampshire). It is noted that the improvements seen in Portsmouth are of a greater magnitude than those seen either nationally or across the South East or Hampshire."*

Reducing Custody Rates

3.9 The PYOT Manager said that, there has been a significant reduction in custody rates in the last year as is evident from the chart below (fig 4)

Fig 4 Custody Rate Data

Portsmouth Trend Data		
Quarter	Number of Custodial Sentences	Rate per 1,000
Q1 13/14	26	1.50
Q2 13/14	22	1.27
Q3 13/14	16	0.92
Q4 13/14	12	0.69
Q1 14/15	6	0.35
Q2 14/15	9	0.53

3.10 Rates for Quarter 2 of 2014/15 did increase although the figure is skewed slightly as one young person had his custodial sentence overturned on appeal in Quarter 3. The rate for Quarter 2 was therefore more likely to be similar to that of Quarter 1. Nonetheless, the rate is still lower than the start of the financial year. The speed of this decline over the last 18 months has been commented upon by the YJB who were impressed by this rate of decrease and in their most recent quarterly report they commented that *"Performance has improved substantially. Whilst this is in line with the trend seen nationally and across both the South East and Hampshire improvements seen in Portsmouth are to a much greater magnitude. In turn whilst actual performance remains weaker than the national average and also the South East and Hampshire averages, it is now much closer aligned which is a development that is welcomed."* Figures for Quarter 3 continue to decrease and are 0.47 per 1,000 for Portsmouth which is encouraging.

3.11 One of the reasons for this reduction has been the improved practices and integrated working across the city by the YOT in recent months, with agencies to ensure that the highest risk young people are effectively targeted. Over the last 12 rolling months there had been fewer custodial sentences. During December 2014 and January 2015 there had been no young persons remanded in custody. In February and March there was one young person remanded in custody. This young person was charged with historical offences whilst serving a custodial sentence. This sentence finished and the case had not been heard so the courts had little option on this occasion.

4 To consider progress against the Improvement Plan

4.1 The Panel received evidence from the PYOT Manager, PYOT Board Chair and Partnerships and Commissioning Manager for Children. They advised that Her Majesty's Inspectorate of Probation (HMIP) found there were a number of areas to improve and published their results under five key headings with a star rating out of four, with four being the highest. The inspectors identified that there were some positive developments in Portsmouth and signs of encouragement in the developing PYOT management and staff groups. Work with children and young people assessed as posing the highest Risk of Serious Harm to others or assessed as being very vulnerable, was given priority and was generally

undertaken well enough. Case managers engaged with children and young people well. Overall, the inspection report noted that *"work to reduce the likelihood of reoffending and work to manage the risk of harm to others were worryingly poor and suffered particularly from longstanding staffing difficulties."*

- 4.2 The Improvement Plan (*appendix 3*) is split into two sections. Part A which focuses on improvements at Board Level, and Part B which focuses on improvements at Team Level. The improvement plan is reviewed every month to monitor progress. In October, progress against the plan was reviewed and refreshed and in addition an Operational Plan was developed for the PYOT practitioners so that they could have a greater element of ownership of the actions within the Improvement Plan and its impact upon themselves and the service users worked with.
- 4.3 A peer review was completed in the interim by an experienced external peer review team which provided external scrutiny and challenge. This had been positive and none of the challenges from this review came as a surprise to the team.

Part A of the Improvement Plan

- 4.4 The Partnerships and Commissioning Manager for Children advised that part A of the improvement plan has been addressed and said he was confident that the team had met all the objectives. This would be signed off at the next PYOT Board and governance of the PYOT was now strong.
- 4.5 Work has taken place between the Board and the management team and two development days had taken place to bring the two closer together. There had been a lot of cultural change in the team about how to work differently and with partners and there was now a much improved feeling and improved morale within the team. This was highlighted during March with the implementation of the new casework system. There had been a few teething issues but the staff had remained positive. The Panel felt that it was important that someone outside of the team praised the YOT team for their hard work and positive attitudes so that they know they are valued and this would give them an incentive to continue the good work.

Part B of the Improvement Plan

- 4.6 Part B of the Improvement Plan focuses on frontline practice and was more complex. The actions are listed under five objectives. Huge progress had been made with Part B and the majority of amber actions in the plan had seen some progress. There were no red actions and the amber actions remaining were mainly technical actions.
- 4.7 Following the PYOT Board in April several more actions had been endorsed as green. As of 23 April 2015, the outstanding actions are as follows:

Objective 5 - By October 2014 every young person open to the YOT will have a timely, holistic assessment and multi-agency plan (including pre-sentence reports) of sufficient quality

- *3. Increase levels of compliance with Assessment, Planning, Intervention and Review (APIS) good practice guidance and National Standards.*
Evidence of improved performance evident from internal audits.
Audits undertaken by the YJB in March raised concerns about timeliness. Auditing of plans now taking place. Benchmark session with YJB planned for May 2015. Anticipated this can turn green from May 2015 therefore.
- *11. Implement relevant initial health screening tool and referral process.*
A suite of Health screening processes (in Asset plus tool, LAC Health Action plans etc.) in place. Health audit indicates screening is being undertaken appropriately by YOT. Health Board Champion to develop Pathway processes. Anticipated for sign off May 2015.
- *14. Hold a focused QA Audit on education dimension of assessments and plans (first of annual schedule).* Audit due for completion at end of April 2015 at which stage this can turn green.

4.8 Objective 6 - By January 2015 every young person open to the YOT will be in receipt of high quality, evidence based interventions delivered by the YOT staff team, co-located specialists and partner agencies

- *3. Implement actions and outcomes of the three days of staff development to evidence improvements in practice by the team in response to a) the above audit b) reoffending profile (from tracker) c) ASSET scoring d) gaps in interventions, e) assessment of quality.* Actions implemented- Dip sample evidenced a concern regarding timeliness therefore will repeat in April and May 2015. Intention to sign off at this stage.
- *5. Ensure PYOT staff understand the full range of health interventions offered through the integrated CAMHS and substance misuse services.* SLAs currently being developed and this is being led by the Board Health representative. The PYOT Manager has also suggested the need for follow up sessions to assist in embedding training. Anticipated to become green in May 2015 once SLA in place and follow up training arranged.
- *10. Implement changes to health support following the findings of the HNA.* YOT Service Development Manager presented paper at February Board. Recommendations need to be implemented and anticipated to be in place May 2015.

4.9 Objective 8 – By October 2014, all staff will be clear on effective practice and effectively and robustly performance managed

- *6. Develop robust link between supervision, audit, PDRs and training.*
Evidence that links are in place and improved quality in October backs this assertion up. YJB have agreed to review in April/May 2015 when

Training Plans and PDR targets are set.

4.10 Objective 9 – By, October 2014 all staff will have the right training, supervision and oversight in place to deliver high quality practice

- 5. *Ensure Practice Leads have the knowledge and skills to countersign assessments and plans.* In place. YJB raised concerns about consistency of countersigning and not willing to sign off as green at this stage. Benchmarking event taking place in May 2015 at which stage sign off is anticipated.

4.11 Objective 10 - By, December 2014 all victims of youth crime will receive high quality support and appropriate involvement in interventions with a focus on victim safety

- 7. *Ensure timely delivery of reparation (indirect and direct) and restorative processes through revised practice and prioritisation within staff team.* Action plan in place to ensure delivery by end March. Evidence that the reduced waiting time is being maintained will enable this action to go green. Service Development Manager liaising with YJB to provide evidence. Anticipated sign off date May 2015.

Portsmouth Youth Offending Team Manager

4.12 Mr Gardner explained that a health needs assessment had been completed and progress had been made although further work was still required. Mr Gardner said there was now regular attendance at YOT Board meetings by the CCG as the accountable health representative to the PYOT.

4.13 Members of the PYOT team had received a great deal of training which now needed to be embedded. There was a training plan in place for next year. Making every contact counts training scheduled for January and he needed to reflect with health colleagues how the team use this. Assessment, planning, intervention and supervision training (APIS) had also taken place which is reflected upon monthly with audits. This was a continual process and reflective discussions were starting to take place. There was now a need to ensure that all the training received by the PYOT team is fully embedded and this continues to be an area of focus for the PYOT board. More work in terms of identifying specialist health needs and know what needs to be completed.

4.14 The Workforce development strategy was drawn up with input from the YJB regular audit by managers and the YJB dip sample. There is congruence with the YJB assessments and there is now a need to look further to see how well plans are integrated with the YOT improvement plan.

4.15 The new AssetPlus assessment tool will provide a holistic assessment and intervention plan. This allows one record to follow a child or young person throughout their time in the youth justice system. In Portsmouth this will go live in summer 2016. PYOT has chosen to adopt this approach before

going live and all young people are screened.

5 To consider the effectiveness of management and governance arrangements through the PYOT Management Board

- 5.1 The Commissioning & Partnerships Manager for Children informed the Panel that the PYOT sits within the Children's Social Care & Safeguarding Directorate. It is a multi-disciplinary organisation that works both within Children's Service and the Criminal Justice System. The PYOT is managed by the PYOT service manager. There are two teams of youth justice officers, one of which includes an education officer who are each led by a Practice Manager. There is also an admin team managed by the PCC admin manager which includes police admin posts and a team of secondees who are not managed by PYOT directly though one to one supervision does take place. This team includes a police officer, the CAMHS mental health nurse and the substance misuse worker. There is also a quality assurance post.
- 5.2 The YOT has one over-arching aim which is to prevent offending behaviour by children and young people (10 – 17 years of age). Every local authority has to bring together practitioners from key agencies to help prevent offending and work with young people. The YOT's work falls into three areas:
- Preventing crime and anti-social behaviour
 - Community supervision of offenders
 - Re-settlement of young people from custody
- 5.3 The membership of the PYOT Board includes representatives from Hampshire Constabulary, Portsmouth City Council, the National Probation Service, courts and health. There is also a representative from the YJB. The YJB was created by the Crime and Disorder Act 1998 to oversee the youth justice system for England and Wales to prevent offending, reduce re-offending, protect the public, support victims of crime, and to promote the safety and welfare of children and young people in the Criminal Justice System.
- 5.4 The Panel received evidence from the PYOT Board Chair, Chief Superintendent Stuart Murray. He advised that the PYOT Board provides oversight, support and challenge to the Youth Justice Services in Portsmouth. Its role is to give strategic direction, hold the YOT partnership to account, championing the work of the YOT and is a decision making authority in relation to YOT partnership issues. New members are supported by setting up initial meetings with the chair and PYOT Board members to work through the Handbook, clarify notes, responsibilities and skill set, and have visits to the PYOT to see work in progress.
- 5.5 Chief Superintendent Murray had taken on the role of District Commander and YOT Board Chair in July 2013 and had now been appointed Detective Superintendent for Hampshire Police so would be stepping down from chairing the YOT Board this year. Chief Superintendent Will Schofield, who is currently chairing the Isle of Wight YOT Board, would be taking over the role of PYOT Board chair from April 2015. Chief Superintendent Schofield has been attending meetings for the last few months to ensure a smooth

transition. The Panel felt that Chief Superintendent Murray had done an excellent job in improving the governance of the YOT Board and were confident that arrangements were in place to ensure a smooth transition to the new YOT Board Chair. Due to Julian Wooster's recent departure, Stephen Kitchman had taken over the role of Vice Chair of the Board for the next six months.

- 5.6 Chief Superintendent Murray felt that when he had taken over as chair the governance was not direct enough. This had now improved significantly and monthly PYOT management meetings are held to develop and deliver a shared understanding of good and effective modern youth justice practice. PYOT Board Minutes are shared with YJB to evidence progress.
- 5.7 The YOT Board have held two development days to ensure the Board is effective in its governance role. The YOT has a full complement of staff for the first time in three years and if a member of staff leaves or is off sick there is currently the capacity to back fill. It has been difficult to recruit people with the right skills.
- 5.8 The induction process was reviewed and revised last summer and was considered to be working well. A 'buddy' system is in place for new members of staff. Jon Gardner monitors and tracks supervision. Sessions with CAMHS to provide support clinical support sessions starting end of April. There are currently no long term sickness issues. In June and July there were 8.8% day's sickness but this reduced to 1% for October and November. The Panel felt that the PYOT now had an excellent staff and the right systems were in place.

6 To assess how well the partnership is integrating interventions with young people

- 6.1 The Panel received evidence from Julia Katherine, Inclusion Commissioning Manager and Anne Fleming, Locality Manager, Solent NHS Trust about how the partnership is integrating interventions with young people.

6.2 Julia Katherine, Inclusion Commissioning Manager

Julia explained that she had represented education on the PYOT Board since January 2014 with the aim to address the issues raised in the Ofsted inspection report. The education link worker role had been revised and following three previous attempts to recruit, the position has now been filled. The education worker provides the link between the PYOT, schools and colleges and also retains strong links with existing teams within education including the special educational needs and disabilities team and the school attendance team. New statutory duties relating to young offenders with special educational needs come into force on 1 April 15. PCC are well prepared for this, having worked with the Department for Education to pilot these changes prior to implementation.

- 6.3 Initially the Education PYOT Link Worker was asked to focus on getting post-16 young offenders into education, employment or training (as this

was raised as an area of concern in the inspection report). There is now good evidence that increasing numbers of young people are now accessing education, employment or training. There is also a better understanding of the data on young people who are not accessing education, employment or training, for example understanding the differences between those young people who do not have an offer of education, employment or training and those who have an offer, but are choosing not to access this. A review of all of the cases of school-age children who are not accessing full-time education has been able to confirm that plans are in place to increase the attendance of these children and that where they are on part-time timetables, these are regularly reviewed. The next step is to ensure that this information is fully integrated within YOT reports. This will be addressed through the audit that is currently taking place and which will be reported back to the March YOT Board meeting. The education audit would be completed by the end of April.

- 6.4 75-85% of the cohort has special educational needs. The new legislation gives PCC responsibility for making sure the cohort receive the correct education whilst in custody. Audits take place into individual plans and the health audit has been completed and the results are still to be distributed to the Board. Following the Children's Social Care safeguarding audit the team will be in a much stronger position identify any deficits. The demographics of the YOT cohort have changed. The reoffending tracker identified an emerging a pattern of concern with 10-14 year olds and this information was used to focus resources.

Anne Fleming, Locality Manager, Solent NHS Trust

- 6.5 The Locality Manager, Solent NHS Trust explained that the PYOT provides an assessment and intervention service for children and young people (10-17 years) who have committed a criminal offence. The team has a specialist Child and Adolescent Mental Health Service (CAMHS) nurse attached, who provides mental health consultation, training and direct work. The team also assist with speech and language therapy and there is training for PYOT officers to understand and identify speech and language problems by the Solent Speech and Language Therapy Service. Discussions are taking place with the CCG about enhancing the offer further. The CAMHS team are also working with the PYOT to identify any specific training which is not in place. A training session on loss and bereavement is being considered and details had been provided to the PYOT manager.
- 6.6 There is no physical healthcare nurse within the team to ensure that the young people are looking after their health which is often not their main priority. Physical health is one of the most overlooked factors and things such as poor diet and poorly controlled medical conditions could lead to serious health issues in the future. Undiagnosed brain injuries can also be a factor linked to criminal behaviour. The PYOT are linked with Headway, the brain injury association, who offer sessions to staff on implications of an acquired brain injury. The team are also looking to have a training

session in A&E to get first-hand experience of the brain injuries.

- 6.7 Obtaining GP details from young people can be a challenge which delayed the health audit. The substance misuse worker is in the process of being TUPE'd over to Public Health and they will continue to be dedicated to with the PYOT and the Looked After Children team. There has been a significant reduction in the number of Looked After Children in the YOT cohort from 23% down to 8%.
- 6.8 The Troubled Families Team is one of the closest partners to the PYOT. Phase 2 of the troubled families agenda broadens eligibility criteria which will assist in early help step down as well as joint work with families meeting specialist services eligibility. The phase 2 troubled families' is helpful and is due to come into force in June.

7 **To consider how effectively service users including victims are engaging with the YOT**

- 7.1 With regard to the demographics of young offenders, The PYOT Manager advised they are predominately white and 70% are male, 30% are female. 14 is the most common age to reoffend. Of the priority young persons (PYP's), the majority are at the Harbour School. Young People meeting with SEN are significant at 80%. The rationale of repeat offenders is very different. For females the trigger is often vulnerability often related to home stressors and events whereas for males it is often a result of peer pressure.
- 7.2 The Panel received some written evidence from the PYOT Manager. The PYOT is committed to ensuring that young people, their parents/carers and their victims are effectively worked with. In order for this to happen, service users need to be fully engaged from the point of assessment and with planning and throughout intervention.

Young People

- 7.3 The PYOT has a comprehensive document in place identifying how it can facilitate young people's compliance with their intervention plan. This document should be read by all new starters as part of their induction process and used as an aide memoir thereafter. The processes themselves were launched at team workshop in September 2014.
- 7.4 In addition to this document, the following actions should be undertaken by staff with all young people the team work with:
 - **Completion of a Learning Styles Assessment and SLCN Screening Tool:** These actions are crucial in identifying how best to work with a young person. 60% of young people in the Youth Justice System have a Speech, Language or Communication need which may present barriers to engagement and intervention with the young person. The screening tool is used to identify these potential barriers to engagement and highlight issues which may require consideration of referral to other services. The Learning Styles assessment should be used in conjunction with this tool to identify a

young person's learning style and how best to tailor an intervention plan that addresses the young person's needs. These tools are just the starting point and the intervention plans should detail how the intervention will be tailored to meet the young person's individual needs.

- **What Do You Think Form (or Equivalent):** The Asset What Do You Think Tool is an effective way of gauging the thoughts and opinions of a young person when completing an Asset assessment. Its primary aims are to ensure that the young person's views and perception of their circumstances are obtained and taken into account, that it highlights any issues that the PYOT were unaware of and that it facilitates a comparison between the PYOT Youth Justice Practitioner's Assessment and that of the young person. As noted above, many young people have differing learning styles and/or needs which may make completion of this document problematic. In these instances one of the PYOT's alternative documents (ie All About You, Life Pie etc) can be used.
- **Young Person's Charter:** This document should be proactively shared and meaningfully discussed with young people in the early stages of their order. It sets out a list of expectations for young people which the PYOT will honour when working with them. There is an expectation that changes will be made to the charter should appropriate suggestions be made by young people.
- **Supervision Plan:** Intervention plans need to be SMART and outcome focussed. However, this on its own is not enough to ensure future engagement. The plan has to be created with the young person (and also, if appropriate, parents/carers, partner agencies, victim wishes etc) and needs to be a document owned by the young person. There is an expectation that evidence of this joint approach to developing the plan (ie signature on plan, case diary entry etc) is explicitly detailed within a young person's file. The plan may take different forms- depending on the learning needs of the young person. However, it must still be recorded on the YOT case management system in a way that does not conflict with local arrangements and agreed practice.
- **Suggestion Box:** Three suggestion boxes have been placed in the PYOT designated room at the Go For It Centre. The boxes are themed on Things we do well, Things we don't do well and Things we can do differently.
- **Food and Toys:** The PYOT is aware of the impact of factors such as hunger and health issues such as ADHD upon young people. To remedy this, a limited supply of food and drink is available to assist with increasing blood sugar levels and addressing the impact of hunger. Small toys are also placed in the room to provide a "distraction" and assist those who have disorders such as ADHD or just simply like to fiddle with something when engaging in a potentially emotional or intense intervention.
- **Meet the Manager:** Every quarter, during half term, young people are invited to meet the PYOT Manager and are asked to provide feedback on what is being done well, not well or could be done differently.

- **Observations:** The PYOT has a quality assurance process which involves the observation of practice by Practice Leads. Part of this process is a discussion with the young person after the intervention has taken place asking for their views on the intervention they are undertaking with PYOT.
- **Viewpoint questionnaire:** At the end of supervision, the PYOT is fully committed to getting young people's views using the Viewpoint Questionnaire. Upon commencement of this strategy it was quickly discovered that the completion of the form electronically was a barrier. In these circumstances the PYOT decided to undertake completion via paper forms only. The results from these feedback forms are aggregated into a spreadsheet twice a year and plans are put into place to tackle the feedback highlighted by young people wherever feasible.
- **Acting on Feedback:** The PYOT management team have timetabled quarterly meetings to discuss user feedback and devise plans to tackle issues raised. If a comment is made at any stage which requires instant resolution, action would of course be taken.
- **Home Visits:** Home visiting by the supervising officer is an important and vital requirement that enables engagement from the young person and their family and facilitates a more holistic assessment of risk and need.

Victims

- 7.5 Victim Satisfaction Forms are sent out to all victims at the end of intervention. The strategy to address the feedback within these forms is due for a refresh and this was one of the tasks of the incoming Restorative Justice Worker. The forms have now been reviewed and the strategy document will shortly be updated.

Parents

- 7.6 All of the strategies noted above should be replicated, where appropriate, with parents and carers. The development of a specific parent satisfaction form took place at the beginning of 2015 and this will be reviewed during April 2015. Practitioners should remember that interventions involving parents are designed to provide additional support to them. The aim is to:
- improve their relationships with their children
 - reduce negative factors
 - strengthen protective factors such as positive and consistent discipline and constructive supervision

Good parenting interventions also help to build self-confidence and awareness of how important effective parenting is, not only to prevent young people from becoming involved in the youth justice system, but to go on to lead productive and successful lives. Locally, robust links to the PCC Parenting Service and the Positive Family Steps Services (Barnados FIP and Multi Systemic Therapy) are in place to provide staff with a link to services assisting in providing a whole family approach. Use of the locally

targeted Barnados FIP Mentor is also crucial in assisting practice and developing YOT staff understanding of engaging parents

Training

- 7.7 The PYOT is committed to ensuring practitioners have the necessary skills to undertake all of the above strategies and processes. In these circumstances, Practice Leads will identify training needs in supervision and these needs will form part of the PDR process and will contribute to future Workforce Development Plans.

Results of the 2014/15 Viewpoint questionnaire

- 7.8 Results from the 2014/15 Viewpoint questionnaire are very positive. 49 responses were received to the questionnaire. Key headlines included:
- 100% of respondents felt that the PYOT staff fully explained what was going to happen when they first came to the PYOT.
 - 100% of respondents said that they had enough say in what went into their referral order contract, with 90% fully understanding what the contract requires them to do to stop offending.
 - 81% of respondents had agreed to a supervision or sentence plan and 95% of these felt that they had enough say into what went into their plan.
 - 95% understood what their supervision or sentence plan requires them to do to stop offending.
 - 98% were asked by PYOT staff why they had offended and were asked to explain what they thought would help them stop reoffending.
 - 83% said that the PYOT always took their views seriously
 - 70% said there was nothing that made it harder to take part in sessions with the PYOT. Of those who thought there were things that made it harder to take part the main reasons were difficulty getting to the sessions or another reason which was not specified.
 - 100% felt that their PYOT worker did enough to help them take part in PYOT work.
 - 84% said that there was nothing that made them feel unsafe or afraid whilst in contact with the PYOT, and all respondents said that the PYOT had helped them feel safer.
 - 88% needed help with school, training or with finding a job and received this.
 - 71% reported that things had improved at school, college or in getting a job since working with the PYOT.
 - 87% said their work with the PYOT made them less likely to offend.
 - 89% said they had been treated fairly by the people in the PYOT team.
 - 67% of respondents felt the service given to them by the PYOT was very good and 26% felt that it was good.

8 Equalities Impact Assessment.

An equality impact assessment is not required as an EIA was completed on the YOT earlier this year and the recommendations do not have a

negative impact on any of the protected characteristics as described in the Equality Act 2010.

9 Legal Comments.

There are no specific legal comments save that the report seeks to promote the statutory obligations especially within the context of education provision, in addition the provision of services is clearly delivered on a fair and consistent basis, thereby minimalizing possible challenge from specific groups who may have a protected characteristic .

10 Finance Comments.

Any financial implications arising from the recommendations and proposals contained within this report, are intended to be funded from within the existing financial resources of the Youth Offending Team budget.

11 BUDGETARY AND POLICY IMPLICATIONS.

The following table highlights the budgetary and policy implications of the recommendations being presented by the Panel:

Recommendation	Action by	Policy Framework	Resource Implications
1. To ensure that continuing support is provided to the team for embedding change and adequate time is given to reflect upon their recent training (conclusion 1).	PYOT Board Chair Director of Children's Social Care PYOT Manager	Youth Justice Strategic Plan & associated local delivery plan.	Continued review by PYOT Board & development of ongoing plan to deliver YJ Strategic Plan.
2. That the YOT team are given recognition for their hard work and commitment and that the YOT Manager makes enquiries about what mechanisms are in place to reward the team. (conclusion 1)	PYOT Board Chair Director of Children's Social Care PYOT Manager	Workforce development strategy	Review of workforce development strategy Board development days with team to continue & ongoing feedback from team in development of this.
3. That the multi-agency triage panel due for implementation in April continues to progress to reduce the number of first time entrants to ensure that only those who need to progress through the Youth Justice System do so. (conclusion 2)	PYOT Board Chair Director of Children's Social Care PYOT Manager Director of Regulatory Services, Community Safety & Troubled Families	Procedures linked to Joint Action Team development. Outputs are closely aligned with development of multi-agency teams and troubled families phase 2. Reporting & evaluation	Ongoing resource commitment to facilitate panel; analyst capacity to review & evaluate progress. Evaluation of demand on early help providers & Troubled Families providers.

Recommendation	Action by	Policy Framework	Resource Implications
		framework aligned to Youth Justice Strategic Plan	
4. That progress continues with the Integration of the YOT with education. (conclusion 4)	Inclusion Commissioning Manager PYOT Manager	Reporting and evaluation framework aligned to Youth Justice Strategic Plan	Evaluation and review of Education Link Worker role profile. Discussions already held w/c 27/4/15
5. To ensure that audits on health and education are completed and fully assessed. (conclusion 4)	Inclusion Commissioning Manager Deputy Head of Integrated Commissioning	Audit Plans in place aligned to Youth Justice Strategic Plan and associated local delivery plan	Co-ordinated resource from within PYOT & statutory partners to completed audit to requirements & ensure alignment with local delivery plans.
6. To ensure that the Restorative Justice Worker is given the full support needed to address the feedback from the Victim Satisfaction Forms and complete the strategy document. (conclusion 5)	PYOT Manager	Youth Justice Strategic Plan Community Safety Restorative Justice Strategy Hampshire LSCB Victims Protocol	Co-ordinated response to addressing requirements of Restorative Justice by PYOT, Police and all involved in Community Safety Partnership

Meeting Date	Witnesses	Documents Received.
2 February 2015	<p>Hayden Ginns, Partnerships and Commissioning Manager for Children</p> <p>Jon Gardner, YOT Manager</p>	<p>YOT overview paper</p> <p>Portsmouth Youth Offending Team Post-Inspection Improvement Plan</p>
24 February 2015	<p>Hayden Ginns, Partnerships and Commissioning Manager for Children</p> <p>Jon Gardner, YOT Manager</p> <p>Superintendent Stuart Murray, YOT Board Chair</p> <p>Will Schofield, YOT Board Member</p> <p>Stephen Kitchman, Head of Children's Social Care & Safeguarding</p>	<p>Scoping document.</p> <p>Analysis of Portsmouth YOT Performance against the 3 National Key Performance Indicators paper</p> <p>Presentation slides from Stuart Murray</p> <p>YOT Improvement Plan Parts A & B</p>
16 March 2015	<p>Anne Fleming, Locality Manager, Solent NHS Trust</p> <p>Julia Katherine, Inclusion Commissioning Manager</p> <p>Hayden Ginns, Partnerships and Commissioning Manager for Children</p> <p>Jon Gardner, YOT Manager</p> <p>Stephen Kitchman, Head of Children's Social Care & Safeguarding</p>	<p>Written evidence - results of Viewpoint Questionnaire</p> <p>PYOT Board draft induction pack</p> <p>PYOT processes for ensuring service user engagement</p> <p>Updated Part A and Part B of the Improvement Plan</p>
16 June 2015	<p>Sign off meeting</p>	

GLOSSARY

CAMHS	Child and Adolescent Mental Health Service
HMIP	Her Majesty's Inspectorate of Probation
PYOT	Portsmouth Youth Offending Team
YJB	Youth Justice Board

YOT Board Monitoring of Portsmouth Post-Inspection Improvement Plan

March 2015 Monitoring Part A Only

Post-Inspection Improvement Plan 2014	
<p style="text-align: center;">Part A. YOT Board Improvement Plan</p> <p>Four Objectives:</p> <ol style="list-style-type: none"> 1. By April 2014, to have in place an effective YOT Board with full, consistent and appropriate membership to lead the improvement programme 2. By June 2014 to have in place a full complement of suitably qualified and experienced case managers including specialist roles 3. By June 2014, to ensure the YOT Board accesses and uses accurate and timely data on performance through a new Performance Management Framework 4. By October 2014, to have in place the right resources used to support the work of the YOT including improved and appropriate locations to work with young people 	<p style="text-align: center;">Part B. YOT Team Improvement Plan</p> <p>Six Objectives:</p> <ol style="list-style-type: none"> 5. By October 2014, every young person open to the YOT will have a timely, holistic assessment and multi-agency plan (including pre-sentence reports) of sufficient quality 6. By January 2015, every young person open to the YOT will be in receipt of high quality, evidence-based interventions delivered by the YOT staff team, co-located specialists and partner agencies 7. By October 2014, every young person and their parents/carers will be fully engaged in the relevant aspects of the sentence. Processes and delivery will be shaped to maximise user-engagement. 8. By October 2014, all staff will be clear on effective practice and effectively and robustly performance managed 9. By October 2014, all staff will have the right training, supervision and oversight in place to deliver high quality practice 10. By December 2014, all victims of youth crime will receive high quality support and appropriate involvement in interventions with a focus on victim safety

A. YOT Board Improvement Plan

This section of the Improvement Plan is focussed on the improvements required in governance and partnerships.

The relevant Full Joint Inspection Report recommendations for this part of the Improvement Plan are;

- | | |
|--------------------------|--|
| Recommendation 1 | - The Management Board provides effective leadership. It holds the YOT and its partners to account to ensure high quality practice and achieve successful outcomes (Chair and members of the YOT Management Board). |
| Recommendation 2 | - All partners contribute actively to effective leadership, including through regular attendance at, and contribution to, the work of the YOT Management Board (All YOT Partners). |
| Recommendation 3 | - As a matter of urgency, the YOT has a full complement of competent case managers and other specialist staff in place. This includes a suitably skilled education officer to maintain the effectiveness of this work and to develop the range of training opportunities and links with employers (Chair of the YOT Management Board). |
| Recommendation 4 | - Data on appropriate local outcome measures, including health; education, training and employment; diversity; and safeguarding are received, scrutinised by the YOT Management Board and used to improve services (Chair of the YOT Management Board). |
| Recommendation 10 | - Facilities used to undertake work with children and young people are private and appropriate to their needs (Chair of the YOT Management Board). |

Key to RAG ratings	
GREEN	Action completed
AMBER	Action ongoing / Action planned, not yet complete
RED	No action taken / action delayed / behind schedule
BLUE	Not due yet

Objective 1 – By April 2014, to have in place an effective YOT Board with full, consistent and appropriate membership to lead the improvement programme

Linked HMIP Recommendations: 1,2

Linked Performance Indicators: All

No.	Action	By Whom	By When	RAG / Comment on current position	What success will look like
1	Secure long-term chairing arrangements	Chief Executive of the Council	Achieved	GREEN Long-term chair of YOT board now agreed.	Consistent chair to lead the Board through this improvement programme.
2	Secure representation and attendance from Public Health and Health Commissioners	Director of Public Health	Achieved	GREEN Senior Representatives on Management Board and attending	Rapid response to improving health services for young people
3	Develop clear relationship between Health Commissioner and health providers working with young offenders	Director of Public Health	Achieved	GREEN Health commissioner (ICU) in clear relationship with providers	Commissioned health services meet the needs of young people
4	Secure representation and attendance from Education service	DCS	Achieved	GREEN Senior Representatives on Management Board and attending	Rapid response to improving education services for young people
5	Monitor Board attendance rigorously and respond to absence	YOT Board Chair	Achieved	GREEN Attendance to date has been good with exception of June meeting when Ofsted Safeguarding Inspection was underway	Full attendance and engagement of all relevant partners

6	Establish a system whereby Board Members assume roles of 'champions' for specific areas of improvement. To include safeguarding and risk management	YOT Board Chair	Achieved	GREEN 'Champion' role in place	Board members expertise enables improvement in YOT practice and removes barriers to improvement
7	Hold a Peer Challenge of the YOT	YOT Board Chair	Achieved	GREEN Peer review 15 th - 17 th October	Clear understanding of progress since HMIP inspection
8	Hold Two YOT Board Development Days	YOT Board Chair	Achieved	GREEN 22 nd May 30 th October	Ensure Board is effective in its governance role
9	Develop an induction pack for new Board Members	YOT Board Chair	Oct 2014	AMBER Now due from YJB in March 2015	Members of the YOT Board understand their role and actively participate
10	Hold two 'Meet the Board' events for the YOT staff	YOT Board Chair	Achieved	GREEN Integrated into YOT Board Development Days (8 above)	YOT staff understand the role of the YOT Board

Objective 2 – By June 2014, to have in place a full complement of suitably qualified and experienced case managers including specialist roles					
Linked HMIP Recommendations: 3					
Linked Performance Indicators: All					
No.	Action	By Whom	By When	RAG / Comment on current position	What success will look like
1	Put in place temporary arrangement to cover Education role	YOT Board Education Rep	Achieved	GREEN Temporary post put in place	Education function is covered immediately
2	Explore links to Virtual School for LAC to share education data and support systems for young offenders. Confirm to Board implementation activity	DCS	Achieved	GREEN. Relevant links to Virtual School established.	Young people have suitable ETE provision and their earning needs are met
3	Complete PYOT Manager PDR and identify training and support needs	YOT Board Chair	Achieved	GREEN This has been completed	YOT Manager is fully equipped to perform the role
4	Co-locate CAMHS and substance misuse workers with the YOT Team	YOT Board Health Commissioning Rep	May 2014	AMBER Proposal to Feb 2015 Board. Agreement for Protocol to be confirmed at March 2015 Board.	Health interventions are integrated with YOT staff interventions
5	Recruit and induct Education Worker role	YOT Board Education Rep	Achieved	GREEN Post in place	Education function is covered permanently
6	Review Police role in line with improvement plan and national guidance and implement necessary changes	YOT Board Police Rep	May 2015	GREEN Hampshire wide role review on schedule	YOT Police role is aligned with national and local priorities
7	Ensure that all staff members in the team are <u>capable</u> of delivering to minimum quality standards – linked to Objective 9	Head of Service	Achieved	GREEN Performance Report is indicating improved quality. Necessary competency responses in place	All staff members in the team are able to deliver quality work

Objective 3 – By June 2014, to ensure the YOT Board accesses and uses accurate and timely data on performance through a new Performance Management Framework					
Linked HMIP Recommendations: 4					
Linked Performance Indicators: All					
No.	Action	By Whom	By When	RAG / Comment on current position	What success will look like
1	Develop and implement new Performance Management Framework including measures around <i>inputs, outputs and outcomes</i> and findings of quality auditing	YOT Board Chair & Strategy Unit	Achieved	GREEN New framework in place and reporting every two month to Board	The Board has an accurate understanding of capacity, practice quality and impact and takes appropriate action to drive improvement
2	Implement Performance Management timetable including monthly rota of partner agency reporting on outcomes, contribution and resources	YOT Board Chair (Strategy Unit)	Achieved	GREEN Performance Reporting timetable in place.	
3	Set appropriate and achievable targets for all indicators, agreed with the Safer Portsmouth Partnership	YOT Board Chair (Strategy Unit)	Achieved	GREEN Target setting methodology agreed at September Board	
4	Implement changes to practice following the findings of the YJB "cross Wessex" re-offending project	PYOT Manager (YJB Performance Adviser)	Achieved	GREEN	Reduction in re-offending rates
5	Implement practice improvements and joint working around with Looked After Children following local protocol emanating from SE7 Reducing LAC Re-offending regional policy	Head of Service	Mar 2015	GREEN Group set up - led by Kate Freeman. Work on protocol started. New strategy in development.	Diversion of LAC from the Criminal Justice System and reduction of re-offending of this cohort
6	Review the Youth Justice Strategic Plan 2012 - 2015 and submit to YJB	YOT Board Community Safety Rep	Achieved	GREEN Agreed by SPP and YJB.	The new Plan is based on rigorous understanding of local performance, submitted on time and signed off by the YJB

Objective 4 – By October 2014, to have in place the right resources used to support the work of the YOT including improved and appropriate locations to work with young people					
Linked HMIP Recommendations: 10					
Linked Performance Indicators: A1, A3 - A14					
No.	Action	By Whom	By When	RAG / Comment on current position	What success will look like
1	Review facilities for face to face contact with young people - to include reparation facilities, workshops, group work etc.	YOT Manager	Achieved	GREEN Review complete	Understanding of needs of young people
2	Identify and secure appropriate private facilities for work with young people	YOT Manager	Achieved	GREEN Now using the Go For It Centre.	Young people seen in appropriate accessible premises with due regard to health, safety and privacy
3	Interim solution for gathering information prior to court appearance and sharing with YOT court staff and YJB Placements Team.	YOT Manager	Achieved	GREEN Solution in place	Well informed YOT staff able to give appropriate advice
4	Resolve IT access for staff working in the courts	YOT Board Court Rep (YOT Manager)	Achieved	GREEN Fareham, court issue resolved.	Improved joint working with the courts
5	Secure effective information sharing (through changes to IT systems if necessary) within co-located team	YOT Manager	Achieved	GREEN Information sharing issues with Social Care and Health resolved.	All information sent securely and via Connectivity

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B. YOT Team Improvement Plan

This section of the Improvement Plan is focussed on the improvements required in YOT Team practice.

The relevant Full Joint Inspection Report recommendations for this part of the Improvement Plan are;

- Recommendation 5** - Work to reduce the likelihood of reoffending, protect the public and protect the child or young person is consistently good. It is based on high quality assessment and planning, includes delivery of appropriate interventions and achieves positive outcomes (YOT Manager).
- Recommendation 6** - Children and young people, and their parents/carers are fully and appropriately involved in all relevant aspects of the sentence in order to maximise the likelihood of their effective engagement and, thereby, increasing the likelihood of positive outcomes (YOT Manager).
- Recommendation 7** - Case managers have a good understanding of effective practice and YOT expectations upon them, and are subject to effective performance management (YOT Manager).
- Recommendation 8** - All staff have up to date training in local child protection and safeguarding procedures (YOT Manager).
- Recommendation 9** - Effective and appropriate training, supervision and oversight are provided to staff to support them to develop their skills and deliver consistent, high quality practice (YOT Manager).
- Recommendation 11** - Priority is given to the needs of victims when undertaking risk of harm work (YOT Manager).
- Recommendation 12** - Work between health partners and the YOT is well integrated. This should include active involvement in assessment and planning; shared plans; improved formal communication and information sharing; and linked reviews, where appropriate (YOT Manager).

Objective 5 – By, October 2014 every young person open to the YOT will have a timely, holistic assessment and multi-agency plan (including pre-sentence reports) of sufficient quality					
Linked HMIP Recommendations: 5 & 12					
Linked Performance Indicators: A4, A5, A10-15, B1-21					
No	Action	By Whom	By When	RAG / Comment on current position	What success will look like
1	Implement YOT Operational Plan	YOT Team	Achieved	In place	Increased ownership of Improvement Plan by YOT staff
2	Implement new Case Management System to assist in driving up quality of APIS	CSCS Project Manager	Achieved	Rolled out 9.3.15	Successful use of new system and increase in quality of assessment and planning
3	Increase levels of compliance with <i>Assessment, Planning, Intervention and Review</i> (APIS) good practice guidance and National Standards.	YOT Manager	Dec 2014	AMBER- evidence of improved performance evident from internal audits. Audits undertaken by YJB in March raised concerns about timeliness. Auditing of plans now taking place. Benchmark session with YJB planned for May 2015. Anticipated this can turn green from May 2015 therefore.	All assessment will be complaint with National Standards
4	Put in place process to prepare for Asset+ including identifying staff training needs	YOT Manager	Dec 2015	GREEN This timescale is based on implementation date of July 2016 for Asset +. The YOT is as far advanced with preparation as possible. Kieran Gildea will present a paper at a Board in June 2015 to update on progress	Staff team is prepared to implement Asset+
5	a) Maintain a monthly audit timetable: (i) All new cases-at least 8 files each month and (ii) Regular thematic. b) To focus on quality and consistency across 'assessment-plan-intervention' including Risk Management Plans	YOT Manager	Achieved	In place	All assessments and plans robustly identify and respond to the holistic needs of young people

	(RMPs) and Vulnerability Management Plans (VMPs). c) Peer audit models and feedback to staff on quality to be utilised.				
6	Ensure, with robust gatekeeping, all Pre-Sentence Reports (PSRs) going to court are of sufficient quality (including counter-signing processes)	YOT Manager	Achieved	In place- needs review at point of each new PSR. Feedback ref length of report from YJB has been fed back to Practice Leads to action	Sufficient quality PSRs in place routinely
7	Robustly monitor, manage and evaluate quality and timeliness of assessments, plans and reviews through supervision - including appropriate response to change of circumstances and ensuring reviews are genuine	YOT Manager	Achieved	Evidence in place. YJB have raised concerns about timeliness but auditing of plans now taking place. Benchmark session with YJB planned for May 2015.	All assessments and plans completed on time and responding to change in circumstance
8	Update of Compliance and Report Writing Policies and ensure dissemination	YOT Manager	Achieved	Polices in place and disseminated	
9	Implement process to share high quality assessment and planning practice across the team	YOT Manager	Achieved	Achieved by i) Roll out of YOT Operational Plan in November ii) Roll out of Peer QA process following pilot	
10	Ensure managers lead and set out what is and is not acceptable in terms of quality - linked to HMIP Benchmarking session	YOT Manager	Achieved	YJB Benchmark session has taken place. Success monitored by YJB QA sessions	Confident leadership of quality in the team
11	Implement relevant initial health screening tool and referral process.	YOT Manager	Jan 2015	AMBER A suite of Health screening processes (in Asset + tool, lac Health Action plans etc) in place. Health audit indicates screening is being undertaken appropriately by YOT. Health Board Champion to develop Pathway processes. Anticipated for sign off May 2015	Health needs are identified in assessments and responded to in the plans

12	Implement a robust 'step-down' handover process to Tier 3 services for young people leaving the YOT	Interim Youth Support Commissioning Manager/YOT Manager	Achieved	Clear guidance regarding good "step down" practice given to staff and shared with Team	Reduction in re-offending
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13	Complete a National Standards Audit and embed regular reporting cycle	YOT Manager	Achieved	National Standards audit completed. Monthly performance feedback now part of inspection framework.	YOT Board has a clear understanding of compliance with national standards
14	Hold a focussed QA Audit on education dimension of assessments and plans (first of annual schedule)	YOT Board Public Education Rep	Jan 2015	AMBER- Audit due for completion at end of April '15. Anticipated to turn green in May therefore.	YOT Board is assured that education needs are being identified and addressed
15	Hold a focussed QA Audit on health dimension of assessments and plans (first of annual schedule)	YOT Board Public Health Rep	Achieved	Audit completed by Health. Results still to be distributed to Board	YOT Board is assured that health needs are being identified and addressed
16	Hold a focussed QA Audit on safeguarding dimension of assessments and plans (first of annual schedule)	CSCS Commissioning Manager	Achieved	First audit has been undertaken by CSCS Commissioning Manager. Results to be distributed to the Board. Follow up to take place over course of the next year	YOT Board is assured that safeguarding needs are being identified and addressed
17	Audit quality of PSRs and report on improvement to Board based on 2013 benchmark	YOT Manager	Achieved	Confirmation of YJB satisfaction that YOT are meeting minimum requirements. A number of additional actions required to address length, use of language and "risk" terminology before they can be classified as "excellent" though	Excellent PSRs in place routinely

Objective 6 – By, January 2015 every young person open to the YOT will be in receipt of high quality, evidence-based interventions delivered by the YOT staff team, co-located specialists and partner agencies					
Linked HMIP Recommendations: 5 & 12					
Linked Performance Indicators: A6, A7, A10-15, B10-B21					
No	Action	By Whom	By When	RAG / Comment on current position	What success will look like
1	Implement YOT Operational Plan	YOT Team	achieved	In place	Increased ownership of Improvement Plan by YOT staff
2	Focussed audit of interventions to ensure level of intervention reflects ASSET score (Scaled Approach)	YOT Manager	Achieved	YJB audited files indicate correct levels assigned	Improved understanding of appropriates of interventions
3	Implement actions and outcomes of the three days of staff development to evidence improvements in practice by the team in response to a) the above audit b) reoffending profile (from tracker) c) ASSET scoring d) gaps in interventions, e) assessment of quality	YOT Manager (YJB)	Feb 2015	AMBER Actions implemented- Dip sample evidenced a concern regarding timeliness therefore will repeat in April and May 2015. Intention to sign off as complete at this stage	Coherent picture of interventions available and areas to develop
4	Review use of Intensive Supervision and Surveillance (ISS) in relation to assessments	YOT Manager	Achieved	Staff have undertaken training to deliver ASDAN programmes as agreed by the Board in July. This will provide a more coherent package of interventions. In addition, all young people subject to ISS requirements will undertake a combination of bespoke programmes already in use by the YOT identified at assessment stage	Appropriate use of ISS to reduce re-offending
5	Ensure YOT staff understand the full range of health interventions offered through the integrated CAMHS and	YOT Manager (YOT Board Pubic Health	Dec 2014	AMBER- SLAs currently being developed- led by Board Health rep. YOT Manager has to identify follow up sessions to	Plans will meet the health needs of young people

	substance misuse services	Rep)		assist in embedding training. Anticipated to become green in May 2015 once SLA in place and follow up training arranged	
6	Evaluate barriers to accessing post-16 learning opportunities in line with the current NEET review of the Children's Trust	YOT Board Education Rep	Achieved	Paper endorsed by the Board in December 2014	Clear plan in place to improve education provision
7	Revise specification for parent support service (including information from assessments and ensuring relayed to court) and parents/carers engaged in their child's court orders (see Objective 7)	YOT Manager	Achieved	YJB endorsed paper outlining the provision on 24/2. The revised specification was accepted, and this action can be signed off. Majority of parenting work needs to be carried out by YOT staff working directly with parents themselves. Work being undertaken by Practice Leads and FIP Mentor to address confidence and skills base of the staff group concerning their parenting work,	Parents are supported to help reduce offending
8	Develop robust links with the Family Intervention Project and Multi-Systemic Therapy Services (Priority B)	YOT Manager (Troubled Families Co-ordinator)	Achieved	Action Plan now being devised by Troubled Families Co-ordinator following the recent HMIP Thematic Inspection into YOTs & Troubled Families to further strengthen links	Clear intervention pathway (including step-down) for young people and families
9	Evaluate effectiveness of Priority Young Person process for repeat offenders and make recommendations for improvement at YOT Board	YOT Board Probation Rep	Achieved	TOR/governance arrangements refreshed. YOT Manager has undertaken review of PYP intervention and presented to Board in April 2015	Appropriate interventions to reduce re-offending
10	Implement changes to health support following the findings of the HNA	YOT Board Public Health Rep	Feb 2015	AMBER - YOT Service Development Manager presented paper at February Board. Recommendations to be implemented. And anticipated to be in place in	Full range of health interventions in place

				May 2015	
11	Sourcing and implementing appropriate interventions as a result of 2.and 3. above	YOT Manager	Achieved	Team Effective Practice events ongoing. Ongoing identification of resources (within constraints of budget) and interventions to be used on a quarterly basis. ASDAN Programmes will provide further structure	Revised and approved set of interventions from YOT Team
Objective 7 – By, October 2014 every young person and their parents/carers will be fully engaged in the relevant aspects of the sentence. Processes and delivery will be shaped to maximise user-engagement.					
Linked HMIP Recommendations: 6					
Linked Performance Indicators: A7, A11-A15, B1- B21					
No	Action	By Whom	By When	RAG / Comment on current position	What success will look like
1	Implement YOT Operational Plan	YOT Team	Achieved	In place	Increased ownership of Improvement Plan by YOT staff
2	Review process to ensure Pre-Sentence Reports developed through a collaborative process with young people and their families before day of sentence	YOT Manager	Achieved	An audit of all PSRs in the last 12 months in March 2015 indicated that parents are involved in the PSR information-gathering where appropriate. However it was not always clear that the young person had seen the report before sentence so the YOT will continue monitor- though YJB agree that this action can be signed off	Young people have full understanding of the requirements of their interventions
3	Implement robust processes to ensure staff fully utilise YOT user-engagement processes ('What Do You Think', 'Young Person's Charter' and Viewpoint'). Include issues of diversity. Monitor through supervision.	YOT Manager	Achieved	User Engagement Plan in place and action plan in place to address issues raised by young people.	Young people wishes and views are integrated in their plans and acted upon

4	Develop processes to aggregate learning to inform coherent improvements for YOT practice	YOT Manager	Achieved	In place via Exception Reports. YJB agreement	More responsive YOT practice
5	Implement MARS tool for assessing young people's learning style and implement responsive intervention respectful of young people's diversity	YOT Manager	Achieved	Piloted and rolled out to the team	
6	To ensure regular planning, review and compliance panels take place with young person, parents/carers and YOT staff	YOT Manager	Achieved	In place. Planning benchmarking taking place in May '15	Young people actively engage and shape intervention and fulfil sentence requirements

Objective 8 – By October 2014, all staff will be clear on effective practice and effectively and robustly performance managed					
Linked HMIP Recommendations: 7					
Linked Performance Indicators: A5, A15, B1-B21, C5, C6					
No	Action	By Whom	By When	RAG / Comment on current position	What success will look like
1	Implement YOT Operational Plan	YOT Team	Achieved	In place	Increased ownership of Improvement Plan by YOT staff
2	Complete PDRs for Practice Leads and identify training and support needs in line with YJB Learning Matrix Guidance	YOT Manager	Achieved	PDRs completed using the YJB Learning Matrix	Managers know how to set clear expectations of quality practice amongst the team,
3	Implement coaching and mentoring support for the YOT Manager and Practice leads based on PDR in line with YJB Learning Matrix Guidance	YOT Board Chair	Achieved	Lindsey Bass, former YOT Manager, employed as Service Development Manager until March 2015 in first instance	Improved management of YOT Team members
4	Ensure monthly YOT Management Team meetings are utilised to develop and deliver a shared understanding of good and effective modern youth justice practice	YOT Manager with YJB Support and HMIP Benchmarking	Achieved	Minutes shared with YJB to evidence progress. Feedback received from YJB audit recommending improvements to be made. This was followed up and YJB content with improvements	Managers know how to set clear expectations of quality practice amongst the team
5	Improve the quality and recording of supervision arrangements	YOT Manager	Achieved	QA processes reviewed regularly by YOT Management Team. Sample of supervision notes QA'd by YJB to demonstrate progress. Feedback from YJB used to revise supervision template and policy	Assessment, plans and interventions improve following tailored feedback through supervision
6	Develop robust link between supervision, audit, PDRs and training	YOT Manager	May 2014	AMBER- Evidence that links are in place and improved quality in October backs this assertion up. YJB have agreed to review in April/May 2015 when Training Plans	Quality improves as every YOT staff member is clear about practice strengths, areas for development

				and PDR targets are set. Anticipated this will turn green at May Board	
7	Hold a 'Staff Charter Day' to establish a coherent understanding of what managers and staff can expect from each other	YOT Manager	Achieved	Staff charter in place. Followed up by service delivery day to create above noted YOT Operational Plan	Managers know how to set clear expectations of quality practice amongst the team
8	Ensure PDR process for specialist staff is linked to National Guidance on role profile	YOT Board Public Health Rep and Police Rep	Achieved	PYOT Chair currently is undertaking countywide review of YOT police role. This will ensure PDR fits. Health have assured that PDRs will link in with role profile guidance as per Learning Matrix.	Specialist staff are skilled in assessment, planning and intervention
9	Implement process to observe intervention practice regularly and link to staff PDRs and supervision	YOT Manager	Achieved	Observation programme in place, template in use for Practice Leads to undertake with staff. YOT Manager/Service Development Manager commenced programme of observation of Management Team	Staff and managers have shared view of excellence
10	Reflective supervision practice is embedded.	YOT Manager	Achieved	Reflective Practice promoted by Management Team and part of standard supervision agenda	YOT staff improve practice through use of reflective logs and other tools in 1:1 supervision
11	Strengthen support from partner Human Resources to ensure poor performance is addressed rapidly and consistently	Head of Service	Achieved	Poor performance has been addressed with discussion & involvement of partner agencies	All YOT staff are performing at expected high level of practice
12	Revise staff recruitment and induction process to drive up the quality of future staff ensuring shared understanding of good and effective practice	Head of Service	Achieved	Induction arrangements in place for new staff; comprehensive L&D offer in place & rolled out to	

				team	
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Objective 9 – By, October 2014 all staff will have the right training, supervision and oversight in place to deliver high quality practice					
Linked HMIP Recommendations: 8 & 9					
Linked Performance Indicators: A5, A15, B1-B21, C3 C6					
No	Action	By Whom	By When	RAG / Comment on current position	What success will look like
1	Implement YOT Operational Plan	YOT Team	Achieved	Implemented and in place	Increased ownership of Improvement Plan by YOT staff
2	Ensure staff are trained and able to use the new case management system	CSCS Project Manager	Achieved	Staff have received training	Full understanding of CMS and successful recording by team on the system
3	Design and implement Training Matrix to monitor training accessed by the YOT Staff Team in line with national YJB Learning Matrix and the improvements outlined in this plan	YOT Manager	Achieved	Training matrix developed in March 2014 identifying needs for the team. In addition, all PDRs have been created utilising the Learning Matrix	All staff training needs will be identified and plans in place to address deficits
4	Ensure all staff have received child protection training	YOT Manager	Achieved	Planned for recent starters and dates in diary	Young people and victims will be appropriately safeguarded
5	Ensure Practice Leads have the knowledge and skills to countersign assessments and plans	YOT Manager	Achieved	In place. YJB raised concerns about consistency of countersigning and not willing to sign off as green at this stage. Benchmarking event taking place in May 2015 at which stage sign off is anticipated	Assessments and plans will improve in quality (see Objective 5)
6	Design and deliver bespoke APIS training all YOT Team staff	YOT Manager	Achieved	Complete- delivered by Wright link	
7	Develop short-term workforce development plan based on assessment of intervention in Objective 6	YOT Manager	Achieved	Strategy has been approved by Director of CSCS	Improvements in the range and quality of interventions will improve

8	Ensure all current staff and volunteers have accessed Restorative Justice Training	YOT Manager	Achieved	Action was completed by May 2014. Going forward PYOT will utilise in house trainers and SPP Trainers for future training provision	Quality of RJ interventions will improve supporting reductions in re-offending
9	Hold team workshop on 'professional challenge' and escalation processes	YOT Manager	Achieved	Covered during course of staff development days. It was also discussed at Team Meeting in August (Escalation Processes)	Improved multi-agency working with young people.
10	Complete all PDRs and workforce development needs (linked to supervision) in line with YJB Learning Matrix.	YOT Manager	Achieved	In process of finishing off PDRs for 15/16 currently. Interviews with staff have taken place	All staff training needs will be identified and plans in place to address deficits
11	Ensure future PDR cycle fits with review of Youth Justice Plan	YOT Manager	Achieved	PDRs to be reviewed in May 2015, planning for this to commence March 2015 Refresh of YJ Plan to begin in June 2015	More accurate PDRs
12	Develop and deliver bespoke Pre-Sentence Reports workshops	YOT Manager	Achieved	Achieved- to be repeated every 6- 8 weeks with staff	Improvements in the quality of PSRs
13	Deliver ASSET+ training (when launched)	YJB and YOT commissioned trainers	Tbc (roll out due Summer 2016)	GREEN- Roll out due Summer 2016	High quality assessments and plans compliant with revised national standards
14	Review Annual Training Plan for Apr 2015- Mar 2016 based on PDRs, Workforce Development Plan, revised intervention offer and linked to YJB on-line learning modules	YOT Manager	Achieved	Plan in place. All staff have generic training template which includes scope for bespoke training events	Coherent training offer in place for staff
15	Design and deliver of Speech, Language and Communication Needs (SLCN) training to tackle communication barriers to intervention	YOT Manager	Achieved	Delivered to team on 11.3.15	Interventions tailored to needs of young people
16	Implement Train the Trainer for relevant YOT staff in delivering RJ Conference Facilitation	YOT Manager	Achieved	Completed- staff trained and received accreditation	RJ interventions of high quality
17	Embed ongoing skills development process for Pre-Sentence Report	YOT Manager	Achieved	Ongoing- PSR workshop being delivered by QA	High quality PSRs in place for young people

	writing and presenting			Performance Lead, September 2014. Repeated every 6 weeks. Review in 2015	
18	Design and implement bespoke 'Court skills' workforce development based on user feedback	YOT Manager	Achieved	New YJLS module to be utilised and modified to meet local needs and delivered to team by PCC L&D in June 2015	Improved practice in courts
19	Review YOT Induction Programme	YOT Manager	Achieved	New induction process introduced in summer 2014. Reviewed in line with Oct 2014 Peer Review recommendations in February 2015	Improved understanding of YOT role and requirements
20	Review and refresh of Practitioner Guidance	YOT Manager	Achieved	YJB Case Management Guidance launched Jan 2015	Improved APIS quality
21	Review and refresh of Asset Policy	YOT Manager	Achieved	Policy refreshed and available in W Drive. Roll out with team still required	Improved APIS quality
22	Develop a management development offer	CSCS Manager	Achieved	L&D to follow up on management training delivered throughout 2014. Plan being reviewed for 2015/16.	Better equipped management team- able to deal more robustly with APIS development

Objective 10 - By, December 2014 all victims of youth crime will receive high quality support and appropriate involvement in interventions with a focus on victim safety

Linked HMIP Recommendations: 11

Linked Performance Indicators: B1-B21

No	Action	By Whom	By When	RAG / Comment on current position	What success will look like
1	Implement YOT Operational Plan	YOT Team	Achieved	In place	Increased ownership of Improvement Plan by YOT staff
2	Review process to ensure all victims are offered appropriate intervention - sourced at i) Out of Court Disposal level ii) Pre-Sentence Report iii) Statutory Court Orders	YOT Manager	Achieved	Reviewed	Improved interventions for victims
3	Revise and implement new Victim Satisfaction Feedback forms	YOT Manager	Achieved	Reviewed new processes in place from January 2015	Improved understanding of effectiveness of support offer
4	Audit quality of RoSH/RMP and link to supervision and training with a focus on victim safety	YOT Manager	Achieved	In 3 cases audited by the YJB the RoSH and RMP were of adequate/good quality. Varying degrees to which victim was considered noted	Victim safety is at the heart of planning arrangements

5	Improvements to RoSH/RMP which keep the victim safe through effective partnership working	YOT Manager	Achieved	See above comments	
6	Deliver services to victims in line with Code of Practice for Victims of Crime (NS 7.1)	YOT Manager	Achieved	The PYOT is working to codes of practice	Improved interventions for victims
7	Ensure timely delivery of reparation (indirect and direct) and restorative processes through revised practice and prioritisation within staff team.	YOT Manager	Mar 2015	AMBER- Action plan in place to ensure delivery by end of March. Evidence that the reduced waiting time is being maintained will enable this action to go to green. Service Development Manager liaising with YJB to provide evidence. Anticipated sign off date at May 15 Board	Reductions in time victims wait for reparation to within 3 months. Improvements in user feedback noted.
8	Ensure victims are given the opportunity to provide statements to Police as to the impact of the offence	YOT Board Police Rep	Achieved	In place	Improved interventions for victims