

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 (APIS)</i> 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
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	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 YJILS 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