

Youth Offending Service Improvement Plan 2018/19

This plan summaries the actions required to maintain and develop the quality of Youth Offending Services across Cambridgeshire and Peterborough. A self-assessment was carried out early in 2018/19 and this plan is based on that assessment. The plan is presented as a joint plan and highlights where development is needed in either the Cambridgeshire or Peterborough area, or across both services.

Section 1: “Organisational Delivery” is based on a management self-assessment

Sections 2 and 3 “Court Disposals” and “Out of Court Disposals” identify actions required to improve casework and professional practice based on the findings of audits. It is presented as an audit action plan.

1. ORGANISATIONAL DELIVERY							
Self-Assess section	Area for improvement	Cambs P'boro Both	Actions required / planned	Lead	Target Completion date	Progress	RAG
1.1.1.a 1.1.3.b 1.1.3.c	YOT Management and Board	Both	Finalise the Youth Justice Plan and communicate this via <ul style="list-style-type: none"> - email to service - presentation at Community and Safety Service Event - presentation at C&P Service Management Team 	AJ	Plan agreed - 31 st July 2018 Comms – by end of Sept 18	18 th September – for presentation	Complete
1.1.1.b 1.1.1.c 1.1.2.a		Both	Secure attendance of all statutory partners <ul style="list-style-type: none"> - Review of attendance of board members over last 12 months - Reminder email/comms to those not attending regularly 	AJ	31 st July 2018	Analysis complete and reviewed. Attendance is good. Need to ensure consistent attendance from PCC board member or deputy and Peterborough Education rep attendance for next 12 months. Now agreed as Gary Perkins or nominated deputy –	In progress

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						attendance confirmed for Jan 18	
1.4.4.c		Both	6 monthly report/review to management board of any Serious Incidents / LMRs		30 th September 2018	Serious incident reporting framework developed and to be signed off Safeguarding Board Jan 19. List of reviews prepared for Management Board in Jan 19	In progress
1.2.3.a 1.4.4.b 1.4.4.e	Quality Assurance		Refresh audit guidance and launch audit programme, to include <ul style="list-style-type: none"> - Updates of Supervision Audit Template on monthly basis - Case audits (including numbers expected and requirement around closed cases) - Responsibility for audit analysis and reporting to the Board - Feedback process for staff from manager - Peer auditing sessions with a learning focus 	Tom/ Steph	10 th August 2018	First cohort of audits have been carried out using new tools in both authority, but routine ongoing process needs fully embedding. Audit Guidance draft to go to Sept Meeting for sign off	In progress
1.3.2.d 1.4.4.d		Both	Implement and embed the Peterborough feedback process across Cambridgeshire	HK and CW	10 th August 2018	Questionnaires in Peterborough to be adopted in Cambs. Refreshed an rolled out in Peterborough and Cambs to start Nov 18	In Progress
1.1.3a	Workforce and Support to Staff	P'boro	Recruit to Intensive Service Manager Post	AJ	Done		Complete
1.2.2.b		P'boro	Case managers in Peterborough are unqualified - highest risk caseload to be managed by most experienced staff – this needs to be evident from caseload monitoring tool	SB	Oct 2018	Reviewing caseload monitoring tool to evidence this	In progress
1.2.1.a		Cambs	Develop caseload monitoring tools (quarterly caseload check template). Checking function of current cyjv reporting	JS and TW	Oct 2018		In progress

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1.2.1.b 1.2.4.b		P'boro	Produce monitoring training analysis to include uptake of training options across the service	SB and CW	August 2018	Training audit completed with all TYSS staff for Oct 18. Training analysis to be completed for Cambridgeshire Jan 19	In progress
1.2.1.b		Both	Develop analysis and feedback to managers as a result of the EPP (evaluation of professional practice) process	TW/KLJ	Oct 2018	Analysis of all EPPs in Cambridgeshire and Peterborough to be analysed by end Oct 18	In progress
1.2.1.b 1.2.2.a 1.2.4.a 1.2.4.c		P'boro	Workforce Development Plan and regular reports	SB and BM	Sept 2018	TYSS Workforce Development plan presented to project board 27 th Sept 18 and signed off	In progress
1.2.2.c		P'boro	Deliver AMBIT introduction training	BM	Jan 2018	Planned	In progress
1.2.2.c		P'boro	Deliver Management and staff Team Building events	KL	Sept 2018	Planned and take place 27 th Sept and 13 th Oct 18	In progress
1.2.1.c		P'boro	Develop an electronic team rota	KL and CW	Oct 2018	KL and CW to look at how all AL, SL is recorded across TYSS on Team Rota	In progress
1.3.2.a 1.3.2.b 1.4.1.b		Policies and Guidance	Both	Develop webpage/portal or document store to enable easy access to guidance and policies for staff	AJ and HW	Jan 2019	Document library first and webpage/portal a longer term ambition. Demo to managers 3 rd Oct 18
1.4.1.b	Both		Develop a Library of policies with review dates	AJ and HW	Sept 2018		In Progress
1.2.2.b	P'boro		Review Risk Management Policy and compliance with this in terms of allocation of high risk cases	DC and SB	5 th August	Signed off and risk panels are in place.	In Progress

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						To review effectiveness	
1.4.1.c		P'boro	Establish TYSS processes	AJ	31 st August	EH and Intensive Team process developed and ready for full launch. All YOS processes in place and implemented.	In progress
1.3.2.a	Analysis and targeting of services	Both	Develop Resource Library and identify any intervention gaps by reviewing where YOS caseload is being supported (consider sharing/accessing across Cambs and Peterborough sharing)	TW and KL	October 2018	Team away day. Intervention working group re-arranged Cambs. In P'boro covered by TYSS training needs/intervention needs development	In progress
1.3.1.a		P'boro	Launch Re-Offending Tracker and provide first analysis of data to Management Board	CW and KL	July 2018	Think about how to use across teams not just at board	Complete
1.3.1.a		Both	Develop existing tracker to include ROSH and Safety/Wellbeing	SO	Sept 2018	Assessments going into live tracker	Complete
1.3.1.d		Both	Provide Re-offending tracker to mgt meetings and to team managers	KL and TW	Sept 2018	Tracker now launched in Peterborough. Service managers to ensure regular slot on Management Meeting Agendas to discuss problematic cases	In progress
1.3.3.c		Partnership working	P'boro	Implement MAPPA Review Process	HK and CW	Sept 2018	Currently being implemented in Peterborough and discussed at management meetings

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1.4.3.	ICT systems	Both	Review existing reports from ICT systems and identify development	TW and KL	Oct 2018	Data resource has been identified	In progress
1.4.3		P'boro	Record YOS cases in social care system and write supporting guidance needed.	AJ	Jan 2019	To be included in CSC Liquid Logic Project Plan	In progress
		P'boro	Roll out Connectivity	CW	Oct 2018	Waiting for CAPITA upgrade. Anna chasing and will escalate if date not received for Dec 18	In progress
1.4.3		Cambs	Make links to procurement of new CSC system	TW	TBC		

**Sections 2 and 3 “Court Disposals” and “Out of Court Disposals”
AUDIT ACTION PLAN**

Last Updated : July 2018

Audit Types :

CA – Case Audit,

SA – Supervision Audit,

TA – Thematic Audit...

followed by yyyy/yy (quarter in which audit carried out)

Type of Audit	Area for improvement	Camb P'boro Both	Actions required / planned	Lead	Completion date	Progress	RAG
CA 2018/19 (Q1)	Improve work to keep CYP safe: Less than a third of cases audited were rated good or better for keeping young people safe. Assessment, planning and review all need to address CYP safety more thoroughly	P'boro	Feedback and prompts to staff in respect of asset plus quality and use of other tools to consider: <ul style="list-style-type: none"> • Child Sexual and other forms of exploitation • Missing episodes • Emotional well-being and mental health • SEND needs • Wider family and social / integration needs • Protective Factors Relaunch assetplus working group in Peterborough	KL	Dec 2018	Asset Plus working group relaunched in Oct 18. Detailed monthly audits and feedback being undertaken. Case checks re Exploitation being conducted. Peer Audit planned for Jan 19	On track
CA 2018/19 (Q1)	Improve the quality of reviews: No reviews were graded good or better and a third were identified as RI.	P'boro	Keep focus on 3 monthly review. Timeliness and quality of plans. Plans need to be reviewed on the basis of reviewed assessments Asset plus reviews missing. Run regular reports on reviews from ICT systems. Team training	KL and AR	Dec 2018	Asset Plus working group looking at reviews. Detailed monthly checks and feedback.	On track
CA 2018/19 (Q1)	Improve the quality of recording: Recording issues were identified in some cases	P'boro	<ul style="list-style-type: none"> • Timeliness • More accurate reference to involvement of other services particularly social care 	KL	Oct 2018	Recording workshop planned with all staff Jan 19	On track

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			<ul style="list-style-type: none"> Source of information to be recorded more clearly (eg police intel checks) More detail about whether activities have been attended or not Ensure Asset Plus is fully completed Ensure decision making rationale is recorded <p>Implement team training re the above. Use Audit framework</p>			Peer audits planned Jan 19. Monthly management audits being undertaken	
CA 2018/19 (Q1)	Out of Court Disposals : Small numbers of audits done, but over 60% were RI overall	Both	Implementation of new assessment tools and trigger process for full asset plus assessment. Team training planned for Jan 2018 around case requirements for Pre-court	CW and TW	Jan 2019	New screening and Assessment process implemented for OCD in Sept 18. All OCD now held by YOS Officers. Training planned for Jan 19	On track
CA 2018/19 (Q1)	Improve the consideration of External Controls. These need to be considered and recorded better in both assessments and plans	P'boro	<p>Risk management meetings to be used to ensure that external controls section is sufficiently in asset plus</p> <p>Training for staff in external controls recording in Asset Plus. Embed in Risk process</p>	KL	Oct 2018	Risk Management Panels reviewed and new protocol implemented in Oct 18. Effectiveness and quality to be reviewed in Jan 18	On Track

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CA 2018/19 (Q1)	Improve the use CYP and parent/carer views: Self-assessments are carried out with parents and CYP but there isn't always a clear inclusion of information from SAs into formal assessments and plans	P'boro	Asset plus workshop - reminder	CW and SB	Jan 2019	Asset plus workshop session undertaken with all YOS Officers	On Track
CA 2018/19 (Q1)	Exploitation : Clearer consideration of differing forms of exploitation needed in assessments	P'boro	Continue to implement the safeguarding board tool and track exploitation cases. Mention exploitation in asset plus and in pre-court assessment. Reminders in staff meetings.	KL and SB	Oct 2018	Currently undertaking records of whole caseload for exploitation and completions of Exploitation Risk Management Tools	Being actioned
CA 2018/19 (Q1)	Protective Factors : Activities and protective factors not considered fully enough in all plans	Both	Ensuring protective factors are included in plans in pre-court plans. Reminders to staff and audit of pre-court cases	CW and TW	Oct 2018	Asset plus working groups sessions. Monthly Management Audit Feedback. Peer audit sessions	On track
CA 2018/19 (Q1)	Improve consideration of other people's safety : Plans need to include better consideration of victims safety by using external controls and ensuring contingency plans in place	P'boro	Review risk management panels and template to consider the needs of specific victims through risk management meeting process.	TW and KL	Dec 2018	Think victim sessions to be delivered to whole YOS in Jan 19 through Asset plus improvement group. Risk Management Panel Policy relaunched and implemented Oct 18	Being actioned