

# **Services for Young Offenders IMPROVEMENT PLAN**

**MARCH 2017**

## **“Working consistently to improve safeguarding”**

### **Version History**

Author	Tom Watt and Anna Jack
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Version	V0.3

Amended By	Date	Version	Endorsed By
			YOS Management Board
			CYP Leader Group
			LSCB
			Youth Justice Board

<b>RAG Status</b>	
Red (Exceptions)	Investigate / respond urgently. Missing / highly likely to miss target / deadline / success criteria.
Amber	Acceptable performance but not yet at or exceeding target. May require further action.
Green	Good performance at or exceeding target. No further action to achieve target required.

## The Themes of Improvement

1. Reducing Re-offending	2. Protecting the Public
<ul style="list-style-type: none"> <li>• Improved intervention to reduce re-offending</li> <li>• Improved intervention to reduce re-offending during custody element of custody sentences</li> <li>• Comprehensive information sharing with police</li> <li>• Improved information sharing with children's social care and probation</li> <li>• Realising the full benefits of a comprehensive Asset Plus</li> <li>• Access to education, training and employment for those aged 16 or above</li> <li>• Voice of the victim at Referral Order Panels</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient planning to manage risk of harm</li> <li>• Use of Asset Plus to comprehensively manage risk of harm</li> <li>• Understanding of MAPPA and clear process for joint working</li> <li>• Management oversight of risk of harm</li> <li>• Timeliness and quality of risk management panels</li> <li>• Comprehensive information sharing with the police</li> <li>• Attention to needs of victims</li> </ul>
3. Protecting the child or young person	4. Governance and Partnership
<ul style="list-style-type: none"> <li>• Joined up information with Children's Social Care and police</li> <li>• Use of Early Help and Social Care information to inform assessments</li> <li>• Sufficient reviews of safeguarding and vulnerability</li> <li>• Consistent child sexual exploitation screening and information sharing with partners</li> <li>• Use of Asset Plus to comprehensively manage safety and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• Access to suitable education training and employment for young people aged 16 or over</li> <li>• Consistent senior representation at Management Board from Clinical Commissioning Group, Children's Social Care and Post 16 Education</li> <li>• Impact of substantial it problem upon YOS practice</li> <li>• Analysis of local crime trends</li> <li>• Impact of health and substance intervention upon reoffending</li> <li>• Public protection arrangements</li> </ul>

Improvement required	Strategies underway / planned	RAG	Progress	Lead	Date
<b>1. Young people aged 16 years or over should be in receipt of suitable education, training or employment; with monitoring in place to make sure this issue is addressed in a timely manner</b>	To develop and implement a clear strategy for working with partners to improve the number of those aged 16+ engaged in suitable ETE, including the provision of appropriate resources	A	Joint working with partners and newly agreed YOS management board attendee linking to the YOS and wider CCC NEET reduction strategy to address educational provision.	<b>Chief Executive; Executive Director: Children, Families and Adults Services; YOS Management Board</b>	Sept 17
	To ensure there are clear process for analysing and responding to 16+ ETE data both internally and with relevant partners	A	ETE information now updated on a monthly basis, based on live information rather than just at the point of orders ending. This information is currently available internally and will be available to partners in due course	<b>YOS ETE Management Board Representative; YOT Manager; YOS Targeted NEET Manager</b>	July 17
	To implement the YOS NEET reduction strategy to look at individual cases and wider implications	G	Strategy agreed and plan implemented. This includes discussion of all NEET young people in the YOS on at least a monthly basis to ensure that all appropriate action is taking place.	<b>YOS Targeted NEET Manager</b>	July 17
	To set up YOS NEET reduction meetings monthly to understand, track and seek resolution of all YOS NEET cases	G	Meetings now taking place on a monthly basis	<b>YOS Targeted NEET Manager; YOS Management Team</b>	Completed

<b>2.</b> <b>The YOS Management Board should include appropriate senior representatives of all statutory partners, who attend regularly and make effective strategic and operational contributions. This should include children's services, those with specialist knowledge of post-16 education, training or employment; and representation from the health service that recognises the range and complexity of local health organisations, particularly the role of the Clinical Commissioning Group</b>	To identify a clear senior representative for 16+ ETE at the YOS Management Board and engage them in required strategies to be fully conversant in local issues regarding young people who offend and them to respond to performance improvement	G	Agreement for Phil Garnham to become a member of the YOS Executive Board, to attend the next meeting in June 17.  Induction for new Executive Board members to be implemented prior to the next board meeting	<i><b>Executive Director: Children, Families and Adults Services; YOS Management Board</b></i>	June 17
	To ensure consistent representation of Children's Safeguarding and Early Help at YOS Management Board and continue to engage them in strategies to be fully conversant with local issues regarding young people who offend and them to respond to performance improvement	G	Agreement for Sara-Jane Smedmore to continue as a member of the YOS Executive Board, having attended the last meeting.  Induction for new Executive Board members to be implemented prior to the next board meeting	<i><b>Executive Director: Children, Families and Adults Services; YOS Management Board</b></i>	June 17
	To identify a clear senior representative for Cambridgeshire Clinical Commissioning Group at the YOS Management Board and engage them in required strategies to understand the local picture and respond to performance improvement	G	Agreement for Lee Miller (CCG) to continue as a member of the YOS Executive Board, having attended the last joint board meeting. He will continue to attend the joint meetings 6 monthly.  Induction for new Executive Board members to be implemented prior to the next board meeting	<i><b>Executive Director: Children, Families and Adults Services; YOS Management Board</b></i>	May 17
<b>3.</b> <b>IT systems should be reliable and support effective and timely case work and</b>	Corporate IT Strategy to be implemented and reviewed to improve the quality and reliability of resources	G	Continued work and delivery plan in place to address the issues across CCC	<i><b>Chief Executive; IT Services</b></i>	Sept 17

<b>information sharing</b>	Reporting of IT issues that impact upon timely and quality service delivery within YOS	G	Agreement in place regarding reporting of IT issues, with this now taking place as required	<b>YOS Manager; YOS Management Team</b>	Completed
<b>4. Routine intelligence sharing between the police and the YOS should make sure that caseworkers receive timely information about all children and young people who are arrested</b>	Implement a routine information sharing process for police to notify YOS of all children and young people who are arrested through the PENY notification process	G	<p>Agreement in place for short term information to be obtained by YOS police officers about the arrests of all young people. This process is due to start now that it has been agreed.</p> <p>A longer term solution should be available in 2018 when a new police IT system will allow the appropriate information to be directly provided to the YOS</p>	<b>Cambridgeshire Constabulary; YOS Manager</b>	Sept 17 to June 18
	Develop and implement a process to disseminate all information from the police within YOS to support comprehensive assessment and management of risk of harm, re-offending and safety and wellbeing	G	Agreement in place for information from YOS police officers to be disseminated to allocated YOS officers, to assist with the management of offending, risk and safety & wellbeing. This process is due to start later in May.	<b>YOS Manager; YOS Management Team</b>	June 17
	Develop and implement a process to disseminate information received from the police to Children's Safeguarding and Early Help Services that ensures information and data protection rights of children and young people are upheld	A	Information to be obtained by YOS police officers about young people arrested, but not clear as yet how this information will be disseminated to Children's Safeguarding and Early Help. It is only realistic for this to be provided in the case of young people currently open to an allocated worker, but it is not clear how this will be managed in terms of capacity.	<b>Director for Children's Social Care; YOS Manager; Head of Service</b>	Dec 17

	YOS officers to contact police officers at the outset of every YOS case and to attend all initial risk meetings	G	This takes place at the start of all orders and YOS police officers are due to be invited to all initial risk meetings. Progress on this will be confirmed by case audit.	<b>YOS Management Team</b>	May 17
<b>5. A consistent and appropriate understanding of Multi-Agency Public Protection Arrangements among staff, managers and partners. Partnership arrangements should be clear and work well. Senior management should have clear oversight of Multi-Agency Public Protection Arrangements cases</b>	YOS Manager representation and engagement in MAPPA Strategic Board	G	Service manager now engaged on MAPPA strategic board	<b>MAPPA Strategic Board Chair; YOS Manager</b>	Completed
	Workforce development awareness raising for all staff in respect of MAPPA and young people and detailed training on specialist referral and MAPPA risk planning for YOS officers and managers	G	MAPPA training to be delivered within the YOS in team event in June.  A practitioner from each team to attend multi-agency MAPPA training in September	<b>High Risk Area Team Manager; MAPPA Coordinator</b>	July 17
	Delivery of Asset Plus Intervention, risk and safety & wellbeing planning training to include MAPPA issues	G	Training being planned for June across the whole service	<b>YOS Manager; Management Team</b>	July 17
	Implementation an analysis of a MAPPA management audit. Regular performance monitoring all MAPPA cases, with monthly information to managers from Data Analyst	G	To be scheduled	<b>YOS Manager; High Risk Area Team Manager; Data Analyst</b>	July 17

<b>6. Joint working with children's services and information sharing at case level should be consistently effective</b>	ONE access and training to be to be reviewed and refreshed for all YOS officers and monitored through weekly reports to ensure all are appropriately accessing the system, with YOS officers to check every case and phone an allocated social worker	G	All YOS officers now have enhanced access and all have been recently refresher trained internally. Weekly reporting on ONE access is taking place, with all but one worker fully engaged	<b>YOS Area Team Managers; Data Analyst</b>	April 17
	Implementation of joint interagency audits with Children's Safeguarding and Early Help District Teams	A	To be discussed and scheduled in due course in partnership with wider CFLT	<b>SC Partnerships and Quality Assurance HOS; YOS Manager</b>	Oct 17
	Implementation of YOS / Children's Services Joint Working protocol through CF Leadership Team and YOS team meetings to encourage joint working and information sharing particularly including siblings. Reciprocal attendance at partner agency case planning meetings strongly encouraged.	G	Good understanding of joint working in place with fuller implementation of shared work linking to the current changes that have happened around the Children's Change re-structure. Once this is bedded in, further work will follow to ensure full mutual understanding and attendance at meetings as required. Appropriate non-YOS agencies are being invited to appropriate case planning meetings.	<b>SC Partnerships and Quality Assurance HOS; YOS Manager</b>	Sept 17



	Enhanced working with out of county YOTs and Children's Services through updating of joint working and transfer protocol, including ensuring that all out of county cases are fully updated at least monthly	A	<p>Joint working protocol with external YOTs is in place, but may be refreshed following the implementation of AssetPlus case file transfers by June when the functionality is in place from the YJB.</p> <p>Out of county Children's Services work is covered by the broader children's services protocol, but will still need further attention.</p>	<b>YOS Manager; YOS Management Team</b>	June 17
<b>7. Case management practice should be of consistently good quality and utilise the benefits of the AssetPlus assessment and planning system</b>	Workforce development and training on AssetPlus regarding effective risk and safety / wellbeing plans translating into integrated intervention plans	G	Training being planned for June across the whole service	<b>YOS Management Team; Asset Plus Working Group Lead</b>	July 17
	Review and refresh of Management, Peer and Specialist Audit Programme of core case work and Asset Plus. Analysis of audit results and improvements areas	G	Work to be initially undertaken within management meeting. Included in forward agenda.	<b>YOS Manager; Area Team Managers; Data Analyst</b>	July 17
	Participate in regional Asset Plus QA exercise that will enable us to benchmark when an Asset Plus is 'good enough'	G	Jonathan Sloane undertaking this role, but awaiting the information required from the regional YOS group.	<b>YOS Manager; EC&amp;F Area Team Manager</b>	Sept 17
	Audit of management oversight and analysis of results. Review of implementation to target improvement areas	G	Audit to be scheduled, following agreement about wider audit programme with the management team.	<b>YOS Manager; Data Analysis</b>	July 17

	Review group supervision and joint peer support and work within the YOS to encourage reflective practice	G	Strong examples of group supervision (TF & AIM) as well as peer support, linked to reflective practice service training that has been delivered. To be further discussed in management meeting.	<b>YOS Management Team</b>	Sept 17
	Ensuring that AssetPlus's are reviewed and updated as frequently as required through a review of the significant change guidance	G	Management discussion and audit of AssetPlus review due to take place, in conjunction with the significant change guidance. This is on the management meeting agenda.	<b>YOS Manager; YOS Management Team</b>	June 17
<b>8. Planning for work to protect others, reduce the vulnerability of children and young people, and reduce offending should be of good quality.</b>	Interagency audit with wider Children's Services to ensure that information is being shared appropriately and risk managed consistently to protect young people and manage risk to others. <i>Specific focus on Domestic Abuse, CSE and County Lines</i>	A	To be discussed and scheduled in due course in partnership with wider CFLT	<b>YOS Management Team; SC District Managers</b>	Oct 17
	Improvement areas identified for YOS and wider Children's Services and joint working processes refreshed, implemented and monitored across the Services	G	Fuller delivery of this area will follow the final implementation of the changes that have happened around the Children's Change re-structure. Once this is bedded in, further work will follow to ensure full mutual understanding, updates to processes and the addressing of improvement areas.  Significant progress is taking place through the strengthened links to wider Children's Services including CFLT and the extended leadership	<b>YOS Manager; SC Partnerships and Quality Assurance HOS; SC District Managers</b>	Oct 17

			team.		
	Workforce development and training on AssetPlus regarding effective risk and safety / wellbeing plans translating into integrated intervention plans	G	Training being planned for June across the whole service	<b>YOS Management Team; Asset Plus Working Group Lead</b>	July 17
	Training and update for all YOS staff in respect of YOS Risk, Safety and Wellbeing Management Policy	G	Training being planned for June across the whole service	<b>Area Team Managers</b>	July 17
	Participate in regional Asset Plus QA exercise that will enable us to benchmark when an Asset Plus is 'good enough'	G	Jonathan Sloane undertaking this role, but awaiting the information required from the regional YOS group.	<b>YOS Manager; EC&amp;F Area Team Manager</b>	Sept 17
	Review and refresh of Management, Peer and Specialist Audit Programme of core case work and Asset Plus. Analysis of Audit results and improvements areas	G	Work to be initially undertaken within management meeting. Included in forward agenda.	<b>YOS Manager; Area Team Managers; Data Analyst</b>	July 17
	Audit of management oversight and analysis of results. Review of implementation to target improvement areas	G	Audit to be scheduled, following agreement about wider audit programme with the management team.	<b>YOS Manager; Data Analyst</b>	July 17

<b>9. There should be a structured and consistent approach, based on good practice, to the provision and use of interventions intended to reduce offending.</b>	Intervention programmes working group to be set up and function	G	Group agreed, including membership. To meet in May for the first time.	<b>YOS Manager; YOS Management Team</b>	June 17
	Analysis of intervention programmes to be conducted and catalogued with key effective and current interventions highlighted	G	To be delivered with a lead from the intervention programmes working group.	<b>Area Team Manager EC&amp;F; Senior YOS Officer</b>	Sept 17
	Interventions skills and training audit to be conducted with all whole YOS workforce	G	To be delivered with a lead from the intervention programmes working group.	<b>YOS Manager</b>	Sept 17
	Gaps in resources identified and proposal to identify and purchase programmes and training considered in partnership with other Children's Services and YOTs regionally	G	To be identified with a lead from the intervention programmes working group. Programmes to be purchased and training set up thereafter.	<b>YOS Manager; Area Team Managers</b>	Oct 17
	Clear process implemented to record use of Intervention programmes in CVYJ database and analysis conducted of effective programmes that impact upon reoffending	G	To be delivered with a lead from the intervention programmes working group, but working in conjunction with Business Intelligence and management team input.	<b>YOS Manager; Data Analyst; Area Team Managers</b>	July 17

	Training to be agreed and delivered around key programmes identified	G	Training to be agreed and set up following the identification and analysis process led on by the intervention programmes working group.	<b>Area Team Managers</b>	Dec 17
	Appropriate range of intervention programmes to be agreed and provided, given the wide variations that exist in terms of diversity, needs, groups and situations	G	To be delivered with a lead from the intervention programmes working group.	<b>YOS Management Team</b>	Dec 17
	Training and presentations to be scheduled across the service, including through whole team events	G	To be delivered with a lead from the intervention programmes working group.	<b>YOS Management Team</b>	Sept 17

#### **Named people:**

Chief Executive – Gillian Beasley  
 Executive Director, Children, Families and Adults – Wendi Ogle-Welbourn  
 Director Communities & Safety – Sarah Ferguson  
 Director for Children's Social Care – Theresa Leavy  
 SC Partnerships and Quality Assurance HOS – Sarah-Jane Smedmore  
 MAPPA Co-ordinator – Rachel Turville  
 Cambridgeshire Constabulary link – Neil Sloan  
 YOS Manager – Tom Watt / Anna Jack  
 Area Team Managers – Jonathan Sloane, Kirstie Lloyd-Uzoegbu, Matthew Pink, Claire Williams, Trudy Potter  
 YOS Targeted NEET Manager – Mark Cowdell  
 Data Analyst – Simon Osborne