

# Bath & North East Somerset Youth Justice Plan 2010-2011: Final Review, June 2011

## Work Plan 2010 – 2011

The Work Plan included required Improvement Plans arising from the Care Quality Commission Inspection, HMI Probation Core Case Inspection and the Youth Justice Board Capacity and Capability validated assessment, also incorporating local priorities.

### 1. Care Quality Commission Improvement Plan

| Recommendation   | What will be done?  | Who will do it?                           | Timetable for Completion        | Final Review June 2011   | Impact / comment  |
|--|---|---|---------------------------------|--|---|
| <b>1. There should be a clear protocol for ensuring that temporary health workers understand the referral process</b>          | a) Complete work on care pathway for health for young people at risk of offending and re-offending.   | Children's Service Health Commissioner    | June 2010                       | <b>Completed:</b> YOT staff have received referral information   | The positive developments with the new CAMHS OSCA team and the welcome appointment of a YOT Nurse necessitated new protocols. Referral processes are clear with both. |
|  | b) Review written guidelines for referrals to health services.  | Youth Offending Team Manager (Prevention) | June 2010                       | <b>Completed:</b> local guidance was updated   |   |
| Recommendation   | What will be done?  | Who will do it?                           | Timetable for Completion        | Final Review June 2011   | Impact / comment  |
| <b>2. Initial assessments should be carried out by mainstream YOT workers before making a referral for a health assessment</b> | a) Ensure training for Youth Offending Team case managers in screening for a range of health issues for young people.   | School Nurse Manager                      | September 2010 and then ongoing | <b>Completed:</b> a range of health practitioners trained all YOT case managers and other designated staff | Feedback from YOT staff was very positive and understanding of need and the range of provision and access to it have increased  |
|  | b) Ensure management oversight of these initial assessments is addressed within routine quality assurance and audit procedures and followed up in individual staff Supervision. | Service Manager                           | Immediately and ongoing         | <b>Completed:</b> the Quality Assurance Framework is explicit about expectations                           | Improved timeliness of assessments and there are examples of young people being referred to a wider range of services e.g. Speech and Language Therapy                |

| Recommendation  | What will be done?  | Who will do it?  | Timetable for Completion                        | Final Review June 2011   | Impact / comment  |
|---|---|--|---|--|---|
| <p><b>3. All ASSETs scoring 2 or more in health sections should have the SQfA, (screening tool attached to ASSET within YOIS) assessments completed on YOIS</b></p>   | <p>a) Train Youth Offending Team case managers in use of SQfA.</p> <p>b) Ensure that review of screening is included within routine quality assurance and audit procedures and followed up in staff Supervision</p> | <p>Youth Offending Team Child and Adolescent Mental Health Service Nurse</p> <p>Youth Offending Team Service Manager</p> | <p>June 2010</p> <p>Immediately and ongoing</p> | <p>Not progressed due to delay in appointing YOT Health staff</p> <p><b>Completed:</b> Included in the Quality Assurance Framework</p>                         | <p>Carried forward for review of use of SQfA and other screening tools and the need for training</p>  |
| <p><b>4. Training in the health needs of children and young people should be provided to mainstream YOT staff in order to improve the overall assessment and screening of C&amp;YP and increase confidence around referrals</b></p> | <p>Ensure training for Youth Offending Team case managers in screening for a range of health issues for young people (as above).</p>  | <p>School Nurse Manager</p>  | <p>September 2010 and then ongoing</p>          | <p><b>Completed:</b> a range of health practitioners trained all YOT case managers and other designated staff</p>  | <p>Feedback from YOT staff was very positive and understanding of need and the range of provision and access to it have increased</p>   |
| <p><b>5. A review of YOIS is advised to ensure that all health information is recorded. ICT training by key staff may be required to enable YOIS tools to be effectively and efficiently used to demonstrate health outcome</b></p> | <p>a) Review information sharing practice and ensure that sufficient health information is recorded on YOIS</p> <p>b) Train Youth Offending Team staff to review and report on health outcomes for young people</p> | <p>Youth Offending Team Manager (Prevention)</p> <p>Youth Offending Team Information Manager</p>                         | <p>June 2010</p> <p>June 2010</p>               | <p><b>Part Completed:</b> agreed with CAMHS as part of revised protocol</p> <p><b>Completed:</b> staff seminars are held to reflect on issues and outcomes</p> | <p>YOT Nurse has now been appointed and information sharing and recording is being reviewed with her</p> <p>Health outcomes are reported on all young people returning from custody. Impact to be reviewed in 2011-12</p> |

| Recommendation  | What will be done?  | Who will do it?  | Timetable for Completion  | Final Review June 2011   | Impact / comment   |
|---|---|--|---|--|--|
| <p><b>6. The supervision process should be enhanced to enable staff to identify the impact of outcomes from their work. This may include ICT training on YOIS as identified above</b></p> | <p>Review staff Supervision Policy and practice with the management group, to include a focus on demonstrating outcomes</p>   | <p>Youth Offending Team Service Manager</p>  | <p>June 2010</p>  | <p><b>Completed:</b> the policy has been reviewed and updated</p>  | <p>The annual audit of Supervision practice included a positive review of the focus on outcomes</p>  |
| <p><b>7. The YOT needs to improve the systems for monitoring health input into release plans for young people leaving the secure estate</b></p>   | <p>a) Complete work on care pathway for health for young people at risk of offending and re-offending (as above)</p> <p>b) Review recording and monitoring systems used by case managers.</p> <p>c) Incorporate fuller information into monitoring reports for the Local Safeguarding Children Board.</p> | <p>Children's Service Health Commissioner</p> <p>Youth Offending Team Manager (Court and Supervision)</p> <p>Service Manager</p> | <p>June 2010</p> <p>June 2010</p> <p>Ongoing at 6-monthly intervals</p> | <p><b>Completed:</b> YOT staff have received referral information</p> <p><b>Completed:</b> now linked with the "enhanced offer" within the Resettlement Consortium</p> <p><b>Completed:</b> regular reporting is included in the new Business Plan</p> | <p>See no.1 above</p> <p>Health needs are now discussed in sentence review meetings and actions to improve health are recorded and followed up upon transition to the community</p> <p>Good plans are regularly in place and so we are now also reviewing sustainability</p> |

## 2. Core Case Inspection Improvement Plan

| Recommendation  | What will be done?   | Who will do it?                    | Timetable for Completion | Progress by June 2011   | Impact / comment  |
|---|--|------------------------------------|--------------------------|---|---|
| <b>8. A timely and good quality assessment and plan, using Asset, is completed when using the case starts</b> | a) Introduce a standard one-to-one case manager induction programme, with a focus on Assessment, Planning Interventions and Supervision and National Standards (this addresses a number of recommendations). | Service Manager                    | October 2010             | <b>Part completed:</b> we are beginning to use a training programme, produced by Worcestershire YOT | Evaluation carried forward to 2011-12   |
|   | b) Ensure current case managers complete this programme.   | All Team Managers                  | December 2010            | <b>Part completed:</b> One case manager and a student social worker have trialled this programme    | Core components are good but adaptations are planned  |
|   | c) Introduce an ASSET peer review process.   | Team Manager (Court & Supervision) | July 2010                | <b>Part completed:</b> Process and Terms of Reference agreed and dates set                          | Work to be continued in 2011-12   |
|   | d) Hold team seminars to share and promote good practice in server user participation in assessment and planning.  | All Team Managers                  | September 2010           | <b>Completed:</b> Participation Group established and meeting regularly with young people           | Compass now has a Silver Charter Mark for listening to young people and is working towards Gold. Statutory YOT is working for Bronze. |

| Recommendation   | What will be done?  | Who will do it?                           | Timetable for Completion | Progress by June 2011   | Impact / comment   |
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| <p><b>9. A timely and good quality assessment of the individual's vulnerability and Risk of Harm to others is completed at the start, as appropriate to the specific case, and the latter takes into account victim issues</b></p> | <p>a) Ensure refresher training is provided for case managers on assessment of risk and production and review of risk management plans.</p>                   | <p>Service Manager</p>                    | <p>May 2010</p>          | <p><b>Completed:</b> one day's bespoke training provided</p>  | <p>All Risk of Harm assessments and Plans are reviewed fortnightly by management group. There are improvements in timeliness.</p>  |
|  | <p>b) Ensure refresher training is provided for case managers on assessment of vulnerability and production and review of vulnerability management plans.</p> | <p>Service Manager</p>                    | <p>August 2010</p>       | <p><b>Not completed:</b> we were waiting for anticipated regional training which did not materialise. Staff do receive regular child protection training.</p> | <p>There are improvements in timeliness. Carried forward in YOT Workforce Development Plan</p>   |
|  | <p>c) Ensure the whole team is briefed on the new Working Together guidance and understand the implications for Youth Offending Team practice.</p>            | <p>Service Manager</p>                    | <p>June 2010</p>         | <p><b>Completed:</b> discussed in full team meeting</p>   | <p>More written reports for child protection conferences. Recent audit for Local Safeguarding Children Board found they were of good standard but quality of analysis was variable</p> |
|  | <p>d) Produce and present to the team clear guidelines for ensuring victim safety is central to all assessment, planning and service delivery.</p>            | <p>Team Manager (Early Interventions)</p> | <p>July 2010</p>         | <p><b>Completed:</b> guidance produced</p>  | <p>Clear focus on victim safety in reports and plans. Dedicated role is leading to an increase in take-up</p>  |

| Recommendation   | What will be done?  | Who will do it?                                   | Timetable for Completion               | Progress by June 2011  | Impact / comment   |
|--|---|---|--|--|--|
| <p><b>10. A risk management plan and vulnerability management plan is completed on time and to a good quality. It clarifies the roles and responsibilities of staff, and includes planned responses to changes in the ROSH or vulnerability of the child or young person</b></p> | <p>2 (a) and (b) also relate to this recommendation.</p> <p>a) Hold team seminars to enhance preparation of effective plans, ensuring consistency with the most recent assessment, and follow this up with individuals in staff supervision.</p> <p>b) Introduce a Risk and Vulnerability Management Panel to oversee improvements in the quality of plans and reviews.</p> | <p>All Team Managers</p> <p>Service Manager</p>   | <p>September 2010</p> <p>July 2010</p> | <p><b>Completed</b></p> <p><b>Alternative completed:</b> Rather than establish another Panel, the Risk and Vulnerability Registers are reviewed at fortnightly management meetings</p> | <p>Ongoing within new organisation</p> <p>Action reinstated when it became clear that more time needs to be paid to quality. Carried forward to 2011-12</p>  |
| <p><b>11. The plan of work with the case is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services</b></p>  | <p>a) Actively promote and monitor the use of “Team Around the Child” practice to inform reviews.</p> <p>b) Review National Standards 2010 with individual case managers and agree how they will plan timescales for reviews.</p>   | <p>All Team Managers</p> <p>All Team Managers</p> | <p>May 2011</p> <p>June 2010</p>       | <p><b>Completed:</b> guidance issued, training promoted and</p> <p><b>Completed:</b> Team Managers undertook this within Supervision</p>   | <p>Some emerging examples of excellent practice, particularly within Compass</p> <p>Improvements noted in latest informal audit. Issues remain with Final Warning assessments, to be reviewed in 2011-12</p> |

| Recommendation   | What will be done?   | Who will do it? | Timetable for Completion | Progress by June 2011                                      | Impact / comment  |
|--|--|-----------------|--------------------------|--|---|
| <b>12. There is evidence of regular and effective quality assurance by management, especially of screening decisions, assessments and plans, as appropriate to the specific case</b> | a) Revise the staff Supervision Policy and practice with the management group, strengthening management oversight of recording of assessments and plans. | Service Manager | June 2010                | <b>Completed:</b> the policy has been reviewed and updated | Annual audit of Supervision evidenced regular meetings and clear oversight of recording |
|  | b) Present a revised quality improvement framework to the YOT Management Board and agree reporting arrangements.   | Service Manager | September 2010           | <b>Completed:</b> new framework in place                   | More robust oversight of quality supported by regular audits                            |

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|---|--|---|------------------------------|---|--|
| <p><b>13. All staff and other agencies should ensure sufficient information about intervention work, and the level of the child's or young person's engagement, is recorded to inform future work and action on the case.</b></p> | <p>a) Review the design of the feedback forms used by Sessional staff and monitor the use made of them.</p>  | <p>Team Manager (Court &amp; Supervision)</p> | <p>June 2010</p>             | <p><b>Completed:</b> form re-designed and use monitored in sessional worker Supervision</p> | <p>Fuller case records</p>   |
|   | <p>b) Review the process for obtaining and recording structured feedback from YOT specialist staff and partner agencies on interventions provided.</p> | <p>Team Manager (Prevention)</p>              | <p>June 2010</p>             | <p><b>Completed</b></p>   | <p>Fuller case records and greater understanding of contribution to preventing offending</p> |
|   | <p>c) Ensure that information sharing arrangements are clarified in the next review of each inter-agency protocol.</p>                                 | <p>Service Manager</p>                        | <p>May 2011 and ongoing</p>  | <p><b>Completed</b> with Probation and CAMHS</p>  | <p>Ongoing work</p>  |
|   | <p>d) Use staff Supervision and audit processes to ensure that records contain sufficient detail of work undertaken.</p>                               | <p>All Team Managers</p>                      | <p>June 2010 and ongoing</p> | <p><b>Completed:</b> current review with Probation</p>                                      | <p>Improvements evidenced but ongoing work</p>   |



### 3. Capacity and Capability Improvement Plan

| Recommendation   | What will be done?  | Who will do it?                      | Timetable for Completion | Progress by June 2011  | Impact / comment  |
|--|---|--------------------------------------|--------------------------|--|---|
| <b>14. No further reductions in first time entrants.</b>             | Promote use of targeted projects for those at highest risk of offending (Review criteria and assessment).   | Service Manager                      | June 2011                | <b>Completed:</b> promoted through Youth Crime Prevention Board  | Numbers increased in 2010-11 and addressing this is now a priority for 2011-12                          |
|  | Continued promotional work with partner agencies, to identify young people at highest risk of offending.    | Team Manager (Prevention)            | June 2011                | <b>Completed:</b> including event in Guildhall where video interviews with young people were shown and presentations to Police | Increased number of referrals to Compass  |
| <b>15. Proportion of young people sentenced to custody increases</b> | Review remit and membership of the Custody Panel and feedback route to and from Court and Management Board. | Service Manager                      | June 2010                | <b>Completed:</b> Panel re-launched and translating learning into actions  | Lowest number of youth custodial sentences since 2000 and custodial proportion of all sentences reduced |
|  | Commission PSR training and review Quality Assurance processes.   | Team Manager (Court and Supervision) | June 2010                | <b>Completed:</b> one day's bespoke training on 25.08.10   | Regularly identifying some reports as excellent. Positive written feedback from Court                   |
|  | Review and strengthen the 5 key components of Intensive Supervision and Surveillance                        | Team Manager (Court and Supervision) | June 2011                | <b>Completed:</b> including how to address serious violent offences  | Increasing take-up by the Court, and good use being made of extended requirements                       |

| Recommendation   | What will be done?   | Who will do it?                                | Timetable for Completion          | Progress by June 2010   | Impact / comment  |
|--|--|--|-----------------------------------|---|---|
| <b>16. Insufficient provision and engagement in education amongst priority groups (Family Intervention Project, Deter Young Offender scheme, Intensive Supervision and Surveillance Consortium cohort)</b> | <p>Monitor provision for relevant individuals and ensure that needs are always identified in planning meetings and addressed in plans.</p> <p>Continue to raise issue with relevant senior managers and explore how the YOT can support engagement</p> | <p>Education Worker</p> <p>Service Manager</p> | <p>June 2011</p> <p>June 2011</p> | <p><b>Completed and ongoing:</b> looking at new arrangements for those in custody</p> <p><b>Completed and ongoing:</b> move into Learning and Inclusion Division has supported this</p> | <p>Best ever National Indicator performance – now more than 90% engagement, better than all comparators.</p> <p>Re-offending rates for Deter Young Offender cohort have been very low. Re-offending National indicator shows a marked reduction in re-offending</p> |
| <b>17. Insufficient suitable accommodation for resettlement</b>  | <p>Explore and address the issues through the regional Resettlement Consortium.</p>  | <p>Team Manager (Court &amp; Supervision)</p>  | <p>March 2011</p>                 | <p><b>Completed:</b> discussed with providers (and followed up in B&amp;NES Young People's Housing Group Case sub group)</p>  | <p>YJB commission of 8 resettlement beds for region. Successful YJB bid for support from 16-25 Independent People. Young people are interviewed in custody and completing pre-tenancy work. One local young person placed.</p>                                      |
| <b>18. Proportion of dual heritage young people in youth justice system increases</b>  | <p>Promote Compass Project and ensure it meets the needs of dual heritage young people.</p>  | <p>Team Manager (Prevention)</p>               | <p>June 2011</p>                  | <p><b>Completed and ongoing:</b> promotional event in the Guildhall</p>   | <p>No first time entrants with dual heritage backgrounds in 2010-11</p>   |

|   | Continue to review and address staff training needs.   | All Team Managers                  | June 2011                       | <b>Completed:</b> commitments included in YOT Workforce Development          |  |
|---|--|------------------------------------|---------------------------------|--|--|
|   | Ensure robust exit strategies and support for young people from Black and Minority Ethnic backgrounds. | All Team Managers                  | June 2011                       | Ongoing work   | Continuing work in 2011-12   |
| <b>19. Promotion of universal services and positive activities as part of exit strategies is patchy</b> | Participate in review of Youth Service.  | Service Manager                    | September 2010                  | <b>Completed</b>   | Now taking on more targeted work with vulnerable young people          |
|   | Agree new protocol between the Youth Service and Youth Offending Team.                                 | Team Manager (Early Interventions) | September 2010                  | Cannot be undertaken until Youth Service transition is completed             | Carried forward into 2011-12   |
| <b>Recommendation</b>   | <b>What will be done?</b>  | <b>Who will do it?</b>             | <b>Timetable for Completion</b> | <b>Progress by June 2011</b>   | <b>Impact / comment</b>  |
| <b>20. Peak re-offending may occur in July – September each year</b>                                    | Continue to monitor quarterly re-offending rates.  | Information Manager                | June 2011                       | <b>Completed</b> and ongoing   | Re-offending is reducing, including in the Deter Young Offender cohort |
|   | Promote access to positive activities during summer  | Team Manager (Court & Supervision) | September 2010                  | <b>Completed</b> , with a focus on the Deter Young Offenders                 |  |
|   | Review intensity and continuity of contact with young people during summer period.                     | Team Manager (Court & Supervision) | September 2010                  | <b>Completed</b> , with a focus on the Deter Young Offenders and through FIP |  |

| <p><b>21. Service not always well equipped to work with young women</b></p>                              | <p>Consult with young women under supervision.</p> <p>Promote understanding and skills in effective practice with challenging young women.</p>  | <p>Team Manager (Court &amp; Supervision)</p> <p>Team Manager (Court &amp; Supervision)</p> | <p>June 2011</p>                                 | <p>Girls' group delivered</p>   | <p>Carried forward into 2011-12</p>  |
|--|---|---|--|---|--|
| <p><b>22. Insufficient evaluation of effectiveness with young people</b></p>                             | <p>Monitor staff recording of young people's feedback and evaluation at the end of contact.</p> <p>Collate feedback and evaluation and report to Youth Offending Team</p>   | <p>All Team Managers</p> <p>Service Manager</p>   | <p>June 2011</p> <p>June 2011</p>                | <p><b>Completed:</b> Staff Participation Group established. Regular feedback sought. Young people's focus group established</p>   | <p>Evidence of young people's feedback influencing re-organisation of staff teams</p>                                    |
| <p><b>Recommendation</b></p>   | <p><b>What will be done?</b></p>  | <p><b>Who will do it?</b></p>   | <p><b>Timetable for Completion</b></p>           | <p><b>Progress by June 2011</b></p>   | <p><b>Impact / comment</b></p>   |
| <p><b>23. No standardised training for Assessment, Planning Interventions and Supervision (APIS)</b></p> | <p>Introduce core training for Youth Offending Team case managers – pilot modules with whole team as continuing professional development.</p> <p>Ensure all new staff participate in Children's Service Common Induction programme.</p> | <p>Service Manager</p> <p>All Team Managers</p>   | <p>From September 2010</p> <p>From June 2010</p> | <p><b>Part completed:</b> a training programme, produced by Worcestershire YOT, has been trialled</p> <p><b>Completed:</b> 5 YOT staff have completed and it is a requirement for all new staff</p> | <p>Evaluation carried forward</p> <p>Positive feedback - being followed up through Common Induction feedback process</p> |

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|--|--|---|---|---|--|
| <b>24. Service discontinuity between staff appointments</b>                            | Review current succession planning arrangements.   | Youth Offending Team Management Board                                   | March 2011  | <b>Part completed:</b> secondment arrangements discussed with partners  | Ongoing – there has been little staff turn-over this year and this is a longer-term piece of work  |
| <b>25. Young people unaware of how to keep themselves safe when using the internet</b> | Promote education of young people parents/carers about e-safety.   | Youth Offending Team e-Safety lead                                      | March 2011  | <b>Completed:</b> team presentation and acceptable use guidance   | Ongoing  |
| <b>26. Budget reductions in 2011 – 2012 and beyond</b>                                 | <p>Evaluate Compass and Family Intervention Project and promote case for continuation of effective work.</p> <p>Review structure and organisation of team.</p> <p>Ensure consistent partnership approach to organisational change.</p> | <p>Management Group</p> <p>Management Group</p> <p>Management Board</p> | <p>March 2011</p> <p>March 2011</p> <p>March 2011</p> | <p><b>Completed:</b> business case and plans consulted with team</p> <p><b>Completed:</b></p> <p><b>Completed:</b> agreement about sharing information and commitment to joint planning</p> | <p>YOT Management Board and CLT support and funding now secured for 2 years</p> <p>Budget agreed for 2011-12. New organisational structure supports continuity for young people</p> <p>Ongoing work in preparation for changes resulting from new legislation and funding formula in 2011-12</p> |