

MANAGEMENT BOARD ACTION PLAN : Update 12.10.07

Ref	Joint Inspection recommendation	Actions	Officer/Date	Monitoring/Outcome	Comment
1.	Action plan devised to address recommendations and forwarded to the lead inspector within 3 months of the publication of this report	Prepare Action Plan addressing each recommendation. Forwarded to lead inspector by 22 March 2007.	YOT Manager 22 nd March 2007	Management Board. Review progress and confirm implementation of identified actions.	Achieved. No further action required
2.	All protocols and Service Level Agreements are reviewed and updated.	Identify all protocols and SLAs that are required. Review and update annually. Ensure staff are aware of these.	YOT Manager Dec 2007	Management Board. Protocols/SLAs reviewed annually and updated to reflect current legislation, and are shared with relevant staff groups. Improved clarity and structure of partner agency roles and responsibilities, resulting in improved access and service delivery to young offenders. Improved relationships with partner organisations through early resolution of any problems that occur.	<u>Education and Social Care</u> secondment agreements completed. <u>Service Specification with Health</u> completed Aug '06, reviewed Sept '07. <u>Probation Transfer protocol</u> in draft for consultation. <u>Probation SLA</u> re secondment currently with Probation for consultation. <u>Police SLA</u> currently with Police for consultation but has been put on hold pending their Capability & Capacity Review.

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3.	Links with education and health are strengthened and respective plans produced.	Prepare Education and Health plans. Develop appropriate links with Education and Health Services, including links to CAMHS. YJB consultancy support has been commissioned to support this action.	YOT Manager YOT Portfolio Lead – Health Practice Manager (ETE) Oct 2007	Management Board. Confirm development and implementation of plans.	Health: Excellent progress- 24 hour Health worker posts in East & West now permanently appointed to, additional 15 hour Health Worker post identified for Selby-appointed to, not yet in post. Needs of young offenders explicitly addressed in recently published county-wide and local CAMHS strategies, and in the county Parenting Support Strategy. New PCT Members on YOT Management Board – both Provider & Commissioning services. YOT/PCT working group established to review service delivery, improve performance against KPIs & EPQA. <u>Outstanding:</u> Development of Health Plan

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					<p>Education: YOT Practice Manager (ETE) appointed Jan'07-post now vacant however & status re future funding unclear. YOT/Education/Connexions working group established to further develop draft ETE strategy, linked to NEET strategy.</p>
4.	The YOT recovery plan, written to address the workload prioritisation policy, is fully implemented, monitored and reviewed to improve effectiveness and efficiency.	Ensure full implementation and review of the recovery plan.	YOT Manager Ongoing	Management Board Review progress and monitor performance.	<p>Growth funding of £257k, agreed as a permanent increase in base budget, has enabled the appointment of 6 core YOT officers and increased admin capacity. Reparation Development Officers and Volunteer Co-ordinators in post from mid-July. Workloads and allocation levels reported to YOT Management Board for monitoring. Target achieved and will continue to be monitored, particularly in the light of</p>

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					the impact of OBTJ target and NY Police's Sanction Detection policy
5.	The YOT works with others to ensure that the provision of post-16 training, employment and accommodation is increased.	<p>Develop an ETE strategy.</p> <p>Ensure the needs of young of post -16 young offenders are addressed in the county-wide Homelessness strategy</p> <p>YOT to engage in the Regional YJB Accommodation forum.</p>	<p>Practice Manager (ETE) 31st July 2007</p> <p>YOT Manager 31st July 2007</p> <p>YOT Portfolio Lead - Accommodation</p>	<p>Steering group to approve ETE strategy and to receive periodic progress reports.</p> <p>Children & Young People's Strategic Group to oversee development of Homelessness strategy.</p>	<p>Draft ETE strategy was presented to YOT Management Board on 30.7.07. Further consultation is underway- YOT/Education/Connexions working group established which will ensure links to NEET strategy & TYS. Progress report required for Jan 2008. <u>Risk:</u> ETE Practice Mgr post vacant-capacity issue within remaining YOT management team.</p> <p>Improved liaison with E2E providers. Additional 0.5 Connexions PA in post in Selby from August '07. Connexions PA in East working 1 day /week on Employer Engagement.</p> <p>Revised homeless procedure agreed which addresses the needs of young offenders- multi-agency training planned.</p>

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					Additional Supporting People funding identified for young offenders and proposals being considered re supported accommodation provision YOT portfolio lead for accommodation identified - represented at Regional YJB Accommodation Forum.
6.		Board to consider its membership with a view to extending an invitation to non statutory agencies where they could add missing expertise. To consider in particular, involving a court representative.	YOT Management Board Members April 2007	NYCC Chief Executive	Both LSC and Courts now represented on the YOT Management Board. PCT representation reviewed & increased to include both commissioning & provider services.
7.		Attendance to be monitored and reported back to the Board in 12 months	NYCC Chief Executive April 2008	YOT Management Board	System in place to enable Board to monitor attendance. Attendance reviewed by Chair of YOT Mgt Board in August '07.

YOT ACTION PLAN

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1.	Policies and procedures are established across the YOT ensuring consistency in working practices.	<p>Review current procedures and policies. Identify and prioritise gaps for development. Ensure consistent implementation.</p> <p>Ensure staff are made aware and receive appropriate training.</p> <p>YJB consultancy support has been commissioned to support this action.</p>	<p>YOT Manager</p> <p>December 2007</p>	Report to YOT Management Board	<p>YJB consultants scoped what are currently available, identified gaps and reported to YOT Management Team on 22.6.07.</p> <p>To 'localise Alex Chard's proformas', to include some of the YOT's current procedures.</p> <p>CSC Policy Officer support identified Sept'07 to begin this work.</p> <p>YOT Safeguarding policy written & training events arranged for all staff in Oct & Nov '07.</p> <p>Joint Risk Policy drafted in consultation with York YOT – to be finalised.</p>
2.	The recovery plan, addressing workload prioritisation policy, is fully implemented but remains a dynamic working document to ensure that all orders, past and future, issued by the Courts are given the appropriate level of intervention.	<p>Continued implementation of recovery plan. Monitor case allocations. Ensure at least 10% of files are audited annually to quality assure service delivery.</p> <p><u>Action since Inspection:</u> All files audited on closure. ! supervision file audited at each supervision meeting. File audit procedure implemented.</p>	<p>Service Managers</p> <p>Ongoing</p>	YOT Management Team to monitor allocation levels quarterly.	<p>Growth funding of £257k, agreed as a permanent increase in base budget, has enabled the appointment of 6 core YOT officers, 2 Reparation Development Officers, 2 Volunteer Co-ordinators and increased admin capacity.</p> <p>Workloads and allocation</p>

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					<p>levels monitored by YOT Manager fortnightly, & reported to YOT Management Board for monitoring.</p> <p>Capacity to allocate all work however, is impacted upon by the significant increase in workloads as a consequence of the OBTJ target and Police Sanction Detection Policy.</p> <p>A county-wide Asset audit, supported by YJB Consultants was completed in July '07.</p> <p>An in-depth case file audit undertaken in Aug'07 & a report considered by YOT Management team: action plan agreed to address shortfalls. Exercise to be repeated in March'08.</p> <p>Regional audit of custodial Assets undertaken in July'07- all YOTs to submit action improvement plan to YJB by 1/11/08. N Yorks' Asset Improvement Plan has been agreed & is being implemented.</p>
3.	Induction of staff is improved to promote consistent practice across the YOT.		YOT Portfolio Lead – Training & Development.	YOT Manager Induction package will	CYPS Induction package has been reviewed to incorporate specific

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			& CYPS Learning Support Officer 30.06.07	be consistently applied and training delivered to meet key priorities.	requirements for YOT staff. Includes core skills and competencies for working with children and young people. Links to probationary requirements. The increase in funding has provided the YOT with training budget of £10k which is enabling key training requirements to be prioritised and delivered. Managers and core staff recently trained in respect of Asset. PSR writing, Supervision Planning and Court Skills. Further training planned re risk management. Training in Oct/Nov planned re: Safeguarding, Participation with Young People, & Homeless procedure. 2 YOT Officers plus YIP staff trained in parenting work. 6 staff attended Restorative Practice training in Sept. Practice & Service Managers have received training re: Attendance Management, Recruitment & Selection (inc. Safer Recruitment), & Resolving

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					<p>Issues at Work.</p> <p>Training provided to all Service Managers by the NYCC Complaints Officer, who has also attended team meetings. Copies of Complaints and Commendations leaflets available in all offices for sharing with Service Users.</p>
4.	<p>Work to address Risk of Harm and vulnerability issues is improved through the consistent implementation of policies and procedures across the YOT and is subject to managerial oversight and rigorous quality assurance processes</p>	<p>Risk of Harm policy and procedures to be reviewed and updated. Staff trained on new policy and procedures.</p>	<p>YOT Portfolio Lead - MAPPA</p> <p>YOT Service Managers</p> <p>Ongoing</p>	<p>YOT Manager.</p> <p>Outcome = risk policy and procedures in place and implemented. Rolling training programme in place.</p>	<p>Files regularly audited by managers in supervision, in line with procedure. An in-depth case file audit undertaken in Aug'07 & a report considered by YOT Management team: action plan agreed to address shortfalls. Exercise to be repeated in March'08.</p> <p>Regional audit of custodial Assets undertaken in July'07- all YOTs to submit action improvement plan to YJB by 1/11/08. N Yorks has an Asset Improvement Plan which is being implemented.</p> <p>Improved managerial oversight and quality assurance in place at the</p>

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					<p>beginning of court orders and at quarterly review stages.</p> <p>Staff training provided by a National Training Provider to improve consistency of practice in relation to vulnerability and risk of harm.</p> <p>YOT Safeguarding policy & procedure agreed by LSCB procedures sub-group and training to take place in Oct/Nov.</p> <p>To 'localise Alex Chard's proformas', to include some of the YOT's current procedures.</p> <p>CSC Policy Officer support identified Sept'07 to begin this work.</p> <p>Joint Risk Policy drafted in consultation with York YOT – to be finalised.</p>
5.	Continued assessment, Risk of Harm and safeguarding training is delivered to improve quality standards and specialist referrals of children and young people	<p>Rolling programme of training to be delivered to all relevant staff in respect of assessment, Risk of Harm and safeguarding.</p> <p>Quality of Risk of Harm assessments to be reviewed by Managers as part of all file audits.</p>	<p>YOT Service Managers</p> <p>Ongoing</p>	<p>Learning Support Officer and YOT Management Team to review and prioritise staff development requirements six monthly.</p>	<p>All staff now required to attend Level 2 Multi-agency Safeguarding training. Over 50% have completed to date.</p> <p>26 staff had undertaken the e-learning Basic Awareness course by June'07 – and this number has increased since.</p>

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		<p>Link to induction.</p> <p>Seconded social workers and Managers to establish stronger links to Childrens Social Care.</p>			<p>Included as part of Induction and Probationary Period.</p> <p>Improved liaison arrangements between YOT and Social Care Services Managers in respect of safeguarding matters.</p> <p>18 case management staff completed advanced multi-agency training for working with young people who sexually offend. A further 18 undertook awareness raising training.</p> <p>Safeguarding funding enabled seconded Probation Officer to attend NOTA specialist training to work with young people who commit sexual offences.</p> <p>All core staff and managers received training in May /June with a National Training Provider to improve consistency of practice in relation to Asset, vulnerability and risk of harm.</p> <p>Team training events planned in Oct / Nov in</p>

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					respect of Safeguarding issues-with a particular focus on young offenders. YOT safeguarding policy & procedure written-approved by LSCB procedures sub-group in July 2007. Risk assessments routinely audited as part of file audit.
6.	Enhanced diversity training, linked to work with children and young people and parents/carers, is provided to all staff		YOT Portfolio Lead – training and development	Learning and Development Officer and YOT Management Team to review and prioritise staff development requirements six monthly.	All staff completed an e-learning package in Jan '07 'Managing Diversity: Looking for the Barriers' YOT officer identified to lead on equality and diversity issues, and attends the Chns Social Care Equalities Group to progress Equalities Standards. All staff issued with the 'Equality & Diversity in Social Care Guide for Staff'.
7.	The assessment of educational needs and basic skills is introduced	Review current provision and range of available assessment tools. Identify gaps in service delivery. Work with partners in Education and training to	Practice Manager (ETE) Dec 2007	YOT Service Managers Outcome = all Service Users have their educational needs assessed.	Not yet actioned but identified as an outstanding issue within the draft ETE strategy document. John Bell, CYPS(Ed) has agreed to lead this action

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		ensure that basic skills assessments are carried out.			
8.	The quality of supervision plans is improved by the inclusion of specific, measurable, achievable, realistic and time-bounded objectives, with an outcome focus, and timely review	Supervision plans to be reviewed and quality assured to ensure requirements met, and that there is consistency in planning and quality of intervention programmes delivered to young people. All supervision plans to contain SMART objectives.	Practice Managers June 2007 and ongoing	Service Managers. Outcome = file audits and quality assurance processes evidence high quality supervision plans which include SMART objectives. National Standards met.	Quality assurance processes in place to ensure all Intervention Plans are reviewed. Training commissioned for all core YOT officers and managers on supervision planning took place in Sept 2007.
9.	Restorative justice processes and opportunities are developed	Further develop opportunities for reparation and restorative intervention. Appoint a full-time Volunteer Co-ordinator and a Reparation Development Officer in the two area teams.	YOT Manager Nov 2007	YOT Management Board to receive periodic progress reports on the development of reparation and restorative justice and the impact on reducing re-offending.	Reparation Development Officers & Volunteer Coordinators in post from July. Evidence of a number of small reparation projects developing- e.g. project in partnership with Youth Clubs North Yorkshire at Carlton Lodge, Thirsk, litter clearance in Harrogate, work with NYCC Fire Service, and with a hospice in Scarborough. Reparation Action Plan in place: to review & develop projects, develop relevant policies & procedures, develop a database and to promote awareness. Media launch planned for Inside Justice week, early Nov.

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					1 project to be operational in each Borough by Nov.
10.	Victim and restorative processes are included in supervision plans	<p>Evidence on case files that victims, where appropriate, are consulted and opportunities for restorative interventions offered.</p> <p>Ensure staff have access to the Victim's Charter.</p> <p>Reparation Development Officer posts to be appointed to and the service developed.</p>	<p>Service Managers Nov 2007</p> <p>YOT Manager Nov 2007</p>	<p>YOT Manager</p> <p>Improved understanding of responsibilities towards victims.</p> <p>Improved victim satisfaction.</p> <p>Increased protection of the public.</p>	<p>Reparation Development Officers & Volunteer Coordinators in post.</p> <p>Victim Liaison Officer in East returned from long term sick leave which had been impacting on ability to progress some aspects.</p> <p>YOT Officers received training in supervision planning in Sept '07.</p>
11.	Management information system data are expanded beyond the Youth Justice Board requirements, gathered and used to further improve service	<p>Reports to provide more analysis of performance issues, outcomes and workloads.</p>	<p>YOT Manager</p> <p>Ongoing</p>	<p>YOT Management Board to be enabled to monitor more effectively, performance across the two area offices.</p>	<p>Management Board receives quarterly data and performance reports including data in respect of the separate area offices. This was produced in a different format from July 2007, which Members felt was in a more accessible, useful format.</p>
12.	Partnership working is enhanced, particularly with Employment, Training and Education, Entry into Education and health	<p>Ensure YOT engagement in the development of Localities.</p> <p>Map key partnerships in localities.</p> <p>YOT to be represented on Area Liaison Groups.</p>	<p>Service Managers Oct 2007</p>	<p>YOT Manager to monitor developments and levels of engagement, seeking feedback from partner organisations and Integrated Service Managers.</p>	<p>Practice Manager (ETE) began to establish some very good working relationships with providers, including Rathbones' 'Building for Success' project, E2E providers and CYPS Education colleagues.</p>

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		Practice Manager (ETE) to establish firm links with ETE providers.	Practice Manager (ETE) July 2007		<p>However post vacant from August'07. Draft ETE strategy presented to July's YOT Management Board- currently being re-worked and consulted upon.</p> <p>YOT Service Managers engaged in the roll-out of Localities strategy and development of Integrated Youth Support Services /Targeted Youth Support. Good liaison with Integrated Service Managers.</p> <p>Seconded Health Worker posts: West & East 24 hour posts filled on a permanent basis, Selby 15 hour post appointed to. The needs of young offenders are addressed in recently revised county-wide & local CAMHS strategies. YOT/PCT working group established to improve service delivery & performance against KPIs & EPQA.</p>
13.	Parenting assessment and intervention is developed and linked into common working practice	Standardised assessments undertaken to identify parenting needs. Parenting work to be more	YOT Portfolio Lead – Parenting July 2007	Children and Young Peoples Leadership Team.	Range of YOT leaflets has been reviewed and updated to improve parents' understanding of

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		<p>consistently incorporated into intervention plans.</p> <p>Establish clear guidelines for staff regarding what counts as voluntary parenting intervention and how this should be recorded.</p> <p>Ensure that the needs of young offenders and their parents/carers are addressed in the countywide Parenting Strategy which is being developed.</p> <p>Raise staff awareness of resources which are available outside the YOT.</p> <p>Appoint an additional Parenting Worker, to work across Harrogate and Skipton YIPs.</p>	<p>Prevention Manager Nov 2007</p>	<p>Parents of young offenders have improved access to support and interventions.</p>	<p>different orders and consequences of offending, including a leaflet on Parenting Orders.</p> <p>Staff issued with guidance re voluntary parenting intervention and discussions held in team meetings to encourage appropriate recording of work undertaken, which is significantly improving KPI performance.</p> <p>Training to be provided to staff on assessing & delivering appropriate parenting interventions- this is included in the Asset Improvement Plan.</p> <p>Temporary Parenting Worker in post to work with parents of young people involved in the Harrogate and Skipton YIPs.</p> <p>Lead officer identified in the YOT to ensure that the needs of parents of young offenders are addressed in the new county-wide Parenting Support Strategy, which has specific reference to young</p>

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					offenders. YOT staff engaged with local partners to implement strategy. <u>Outstanding:</u> Needs to be embedded into practice. Parenting Support Strategy requires county roll-out & implementation across CYPS.
14.		<p>Training on PSR writing to be delivered to all core staff and Practice Managers.</p> <p>Develop an agreed feedback form with magistrates.</p> <p>Feedback forms to be reviewed quarterly by Service Managers to identify any trends and areas for improvement. Outcome of reviews to be discussed with Sentencers at Youth Court Forums. Consider involving a court representative on the YOT Management Board</p>	<p>YOT Service Managers</p> <p>August 2007</p> <p>YOT Management Board</p> <p>April 2007</p>	<p>YOT Manager</p> <p>NYCC Chief Executive</p>	<p>Most core staff and managers attended a 2 day PSR training course in June 2007.</p> <p>Court Legal representative now a member of YOT Management Board.</p> <p>PSR feedback form being piloted with magistrates in Scarborough with a view to rolling out county-wide.</p>
15.	The YOT should review its consultation process with children & young people with a view to improving quality of feedback and ultimately inform service delivery.		<p>YOT Portfolio Lead – Participation & NYCC Participation Officer</p> <p>ongoing</p>	YOT Management Team	<p>A staff member is now taking a lead on improving children & young people's participation.</p> <p>3 'Ready, Steady, Change' participation training events arranged for Nov-run in conjunction with the</p>

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					<p>Young Peoples' Dvpt Workers.</p> <p>Work was undertaken with groups of young offenders to seek their views and contributions to this Action Plan and how future service delivery can be improved. This was followed up with a wider survey to seek feedback. Work was then undertaken with an artist to produce 'postcard' with young peoples' views, to be used as a tool with other young people.</p> <p>£10k Youth opportunities Fund used to establish 4 young peoples' panels - young people debate & agree/ refuse grant requests by other young people with whom the YOT is working. Grants of up to £75 to be used to further their development & opportunities. YOT working towards the achievement of 'Hear By Rights', and is a key partner organisation on the VIP group (Voice, Influence & Participation)</p> <p>2 DVDs produced by young people as a means</p>

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					of expressing their views- On The Out project in Scarborough, and ISSP group.

PARTNER ORGANISATIONS ACTION PLAN

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1.	Protocols, service level agreements and seconding arrangements are reviewed and updated	<p>Identify outstanding protocols, service level agreements and seconding arrangements and develop these in collaboration with the YOT.</p> <p>Update protocol for the transition of young people between the YOT and Probation services.</p> <p>Review role of seconded Police Officers within the YOT.</p> <p>Review support available to the YOT from Youth Action Officers and Neighbourhood Police Teams</p>	YOT Portfolio Lead – Health & Lead Officers for the YOT from Partner Organisations	YOT Management Board	<p><u>Education and Social Care</u> secondment agreements completed. Service Specification with <u>Health</u> completed Aug '06, reviewed Sept '07.</p> <p><u>Probation Transfer protocol</u> in draft for consultation.</p> <p><u>Probation SLA</u> re secondment currently with Probation for consultation.</p> <p><u>Police SLA</u> currently with Police for consultation but has been put on hold pending their Capability & Capacity Review.</p>
2.	The PCT fulfils its obligation and seconds a Health Worker to the East office	Ensure that all seconded Health Worker posts which become vacant are filled within a reasonable timescale.	PCT Lead Officer for the YOT ongoing	YOT Management Board to monitor any vacant seconded posts.	<p>24 hour/week post in the East has been appointed to, as has post in West. Additional resources (15 hours) have been identified for the Selby area –appointment offered.</p>

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3.	Commitment and support is provided to the YOT to improve service delivery.	Ensure YOT Service Managers are involved in the development of local CAMHS strategies.			<p>Health: Service Specification Agreement finalised Aug '06 & reviewed Sept '07. Additional 15 hour Health Worker post appointed for Selby. 2 new PCT Managers now members of YOT Management Board – provider & commissioning services. CAMHS strategies prioritise needs of young offenders. PCT engaged with YOT in working group to improve service delivery & performance.</p> <p>Childrens Social Care: SLA finalised in respect of secondment arrangements. CSC Policy Officer support identified to assist with development of procedures.</p> <p>Police: Increased</p>

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					<p>partnership contribution from Police from 1.4.07 to enhance service delivery.</p> <p>Connexions: Increased partnership contribution to fund a temp 0.5 PA post in Selby.</p> <p>LSC: Now represented on YOT Management Board. Funding enabled the appointment of a Practice Manager (ETE) in 2007/08 although future of this funding is uncertain, making recruitment to vacancy difficult.</p> <p>Education: SLA finalised in respect of secondments.</p> <p>Courts: Now represented on YOT Management Board.</p>