

**Derby City – Youth Offending Team / Service
2018 Improvement Plan**

Strategic plan sponsor – Suanne Lim – Children’s Integrated Services (YJPB Chair)

Delivery plan owner – Andrew Kaiser – Head of Specialist Services

Ref	Recommendation	Agreed/Partly Agreed/Not Agreed	Response	Action Taken/Planned	Responsible / Policy Lead	Target Date	Links to wider inspection areas for improvement			
Derby City YOS Rec1	Accurately assess the safeguarding, wellbeing and vulnerability of all children and young people subject to an out-of-court disposal	Agreed		<i>Improvement theme – Learning from and improving practice (Policies that effectively safeguard)</i>						
				1a – Complete a full review of the High Risk Policy to ensure that it is clear on the practical steps staff must take in assessing and managing different types of risk	K Chilton / G Hassall	January 2019.	<i>Planning and reviewing of risk of harm factors were variable (Page 19) Safety and wellbeing of children and young people and risk of harm to victims were sometimes underestimated (Page 19)</i>			
				1b - Revised Policy to be launched at a YOS team meeting	K Chilton / G Hassall	April 2019				
				<i>Local improvement theme - Learning from and improving practice (A well-established quality assurance framework that supports improved practice)</i>						
				1c - Refreshed quality assurance process to be implemented, with a focus on: - The quality of assessments and risk analysis (linked to 1b) - Actions and timescales within plans	A Kaiser / A Ling	September October 2018	<i>Variability of the quality of work was not understood by team leaders (Page 19) Assessment of safeguarding and vulnerability often underestimated risks or were not completed at all (Page23) Planning and service delivery did not always specify the actions needed to manage risk or how to promote children and young people’s safety (Page 23).</i>			
				1d - Quarterly themed audits to be completed by all managers and Chair of YJPB on: - Out of court disposals (to be prioritised in the agreed forward plan to ensure a focus on area of greatest need) - Referral Orders - YRO’s - Custody cases	YOS Management Team	First audits to be completed between the start of October 2018 and end of December 2018				
				1e - All examples of good practice to be presented back to practitioner team meetings each month as a good practice agenda item	YOS Management Team	By the end of December 2018				

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				1f – Identification of consistently good practice, which could relate to practitioners or categories of work to be presented to the YJPB to ensure strategic oversight and support service wide improvements	YOS Management Team	January 2019 onwards	
				1g - Aggregated findings of case audits to be presented to the YJPB each quarter to ensure strategic oversight of work, and a collective response to any emerging themes for improvement	A Kaiser	By the end of March 2019	
				<u>Local improvement theme - Sustain capacity and build capability across the city</u> (Improving practice through improving knowledge and skills)			
				1h - ASSET Plus and Planning workshop to be delivered to all YOS staff	A Ling / G Hassall / K Chilton	December 2018	<i>Planning and reviewing of risk of harm factors were variable (Page 19)</i> <i>Safety and wellbeing of children and young people and risk of harm to victims were sometimes underestimated (Page 19)</i> <i>Assessment of safeguarding and vulnerability often underestimated risks or were not completed at all (Page 23)</i> <i>Planning and service delivery did not always specify the actions needed to manage risk or how to promote children and young people's safety (Page 23).</i>
				1i - Desistence theory training to be delivered to all YOS practitioners to improve the quality of assessments (including risk assessments) and plans	All staff and Nottingham Trent University	December 2018	

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				Local improvement theme - Learning from and improving practice (Using performance information to improve the quality of practice in priority areas)			
				1j - All YOS performance data (including the identified three priority areas and National Standards compliance) to be presented at practitioner meetings quarterly, increasing staff awareness and ownership on key outcomes and identified areas for improvement across the city	A Ling / G Hassall / K Chilton	September 2018 onwards	Performance management information at individual staff, team and workforce levels was not used to drive improvements. Staff were unclear of their overall individual performance (Page 15)
				1k - Devise National Standards reports in ASSET completion and review, plan completion and review, initial Referral Order panel compliance, home visits, contacts; to provide staff with individual performance reports enabling them to use this to improve their practice	YOS Analyst (B Hunt)	31 December 2018	
				1l- Develop a consistent tracking system for ensuring all Operational Managers close the loop on the completion of tasks by practitioners	A Ling / G Hassall / K Chilton	September 2018	
Derby City YOS Rec2	Identify and minimise the impact of discrimination and disadvantage in the criminal justice system, especially for girls, and children and young people from a black and minority ethnic background	Partially agreed	Targeted analysis has been completed, based on emerging trends to support effective interventions reducing any discrimination, it is acknowledged that more work around females involved in	Local improvement theme – Identify and meet needs to deliver improved outcomes (Targeted analysis to identify and reduce the impact of any discrimination)			
				2a – Analytical reports to be completed on offending by females and other BAME groups to inform direction of interventions going forward, alongside reflection on the drivers for offending	YOS Analyst (B Hunt)	31 December 2018	The management board needed to understand data in a more sophisticated way. The board had recognised this and had allocated resources to improve this (Page 15)
				2b - Interventions practitioner champion to assess current interventions available for females and BAME groups and report gaps and ideas for addressing gaps to the YOS Management Team and YJPB, as required	M Keith / A Kaiser / A Ling / G Hassall / K Chilton	31 December 2018	
				2c - Annual analysis of all desistance factors to be completed, as a composite report to inform content of Derby's 2019/20 Youth Justice Plan	YOS Analyst (B Hunt)	31 March 2019	

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			criminality needs to be undertaken.	2d – the outcome of action 2c to be discussed at YOS staff away day and YJPB, to aid understanding of key desistence factors, at both operational and strategic levels, shaping further interventions	A Kaiser / A Ling / G Hassall / K Chilton	April and May 2019	<i>The management board needed to understand data in a more sophisticated way. The board had recognised this and had allocated resources to improve this (Page 15)</i>	
				Local improvement theme - Learning from and improving practice (Using performance information to improve practice in priority areas, ensuring strategic ownership of key issues)				
				2e – Develop a performance framework to evaluate the impact of Supporting Families Team, Custody Scrutiny Panel and Health Pathways; to be monitored at quarterly YOS Managers meetings and at the YJPB 6 monthly, ensuring that any emerging themes relating to need are identified and analysed, reducing the risks of any discrimination / risks of being disadvantaged	YOS Management Team	First report to YJPB in May 2019		
				2f - Deliver a targeted session with YJPB on the reasons for the higher than national first time entrants, aided by report from Information Analyst and discussions with Prevention lead, to shape future service delivery / interventions	YJPB Chair (S Lim) / A Kaiser / YOS Analyst (B Hunt)	January 2019		
Derby City YOS Rec3	Ensure that the needs and wishes of victims are given greater attention by YOS staff	Agreed.		Local improvement theme – Identify and meet needs to deliver improved outcomes (Wishes and feelings are captured, understood and inform interventions / support)				
				3a – Undertake a review, in partnership with Remedi, on the recording of victim wishes and feelings on the YOS recording system	A Kaiser	31 December 2018	N/A	
				3b – Present the findings of the review at a YOS practitioner development day and develop a plan, in partnership with staff, for improving recording and responses to victim wishes and feelings	A Kaiser / A Ling / G Hassall / K Chilton	March 2019		
				Please also refer to actions 1j, 1k and 1l				