

## HARROW YOT IMPROVEMENT PLAN

This plan provides an overview of an improvement plan addressing the 9 recommendations of the most recent HMIP inspection which took place in December 2011. These highlight the biggest challenges to improving outcomes to children and young people in Harrow. Recommendations 10-12 are additional recommendations as agreed by the YOT improvement board.

This plan addresses both national standards as well as improving the quality of practice within the youth offending team.

Baseline data is yet to be set, as there are some difficulties with the validity of the current data being provided. However measures have been put in place to ensure data is gathered quickly and is valid. A data cleaning day has been booked for staff on Friday September 29th – therefore baseline data will be available week commencing 8<sup>th</sup> October and will be populated as part of the YOT Improvement Plan.

RECOMMENDATION	ACTION	OUTPUT	TARGET	LEAD	BASELINE
1) A timely and good quality assessment and plan, using Asset, is completed when the case starts	1) To complete all assets and intervention plans within <b>15</b> days, ensuring high quality and robust management oversight	<ul style="list-style-type: none"> <li>- Fortnightly and monthly reports on completed assets and intervention plans.</li> <li>- All start Assets to be Quality assured using YJB</li> <li>- All cases to have intervention plan completed including referrals</li> </ul>	<p>95% of Assets on time</p> <p>95% of intervention plans completed on time</p>	<p>YOT Management</p> <p>Performance Team</p> <p>YOT Case managers</p>	
1 ) A timely and good quality assessment and plan, using Asset, is completed when the case starts	2) To complete all Risk Management Plans within 10 days ensuring quality and accuracy of risk assessment	<ul style="list-style-type: none"> <li>- Fortnightly and monthly reports on completed to identify those needing and completion of RMP</li> <li>- All RMP's to be Quality assured using YJB tool and QA'd/</li> </ul>	95% of all RMP's on time	<p>YOT Management</p> <p>Performance</p> <p>YOT Case managers</p>	
1) A timely and good quality assessment and plan, using Asset, is completed when the case starts	3) To complete all Vulnerability management Plans within 10 day's ensuring quality and accuracy in protecting children at risk of harm.	<ul style="list-style-type: none"> <li>- Fortnightly and monthly reports on completed to identify those needing and completion of RMP</li> <li>- All VMP's to be Quality assured using YJB tool and QA'd</li> </ul>	95% of all VMP's on time	<p>YOT Management</p> <p>Performance</p> <p>YOT Case managers</p>	

<p>1 ) A timely and good quality assessment and plan, using Asset, is completed when the case starts</p> <p>2 ) Specifically, 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 case</p>	<p>4) To provide data on improved quality measured outcomes in all areas to identify areas of strengths and area's for improvement throughout the service</p>	<ul style="list-style-type: none"> <li>- To use QA tool by YJB for all start assets and dip sample</li> <li>- To identify trends of team as well as follow up individual staff in 1-1 supervision.</li> <li>- To complete What do you think forms for all YOT young people at start and end of each intervention and scan into system</li> <li>- To commission externally for someone to QA and audit</li> </ul>	<p>YJB quality measure tool indicates a "good" average across the team</p>	<p>YOT management</p>	
<p>3 )As a consequence of the assessment, the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm, to make them less likely to re-offend, and to minimise any identified Risk of Harm to others.</p>	<p>5) Intervention plans are smart to ensure targeted and evidence based intervention plans are being delivered to reduce the risk of re-offending and resulting in good outcomes</p>	<ul style="list-style-type: none"> <li>- To complete staff observations which include recording the relevance of the assessment to the intervention being delivered</li> <li>- To commission externally for someone to QA and audit</li> <li>- For young people to devise their own evaluation by way of support from youth parliament</li> </ul>	<p>Monthly staff observations</p>	<p>YOT Management</p>	

		<ul style="list-style-type: none"> <li>- To complete independent evaluations with young people</li> </ul>			Completed – First RMP to take place 20 <sup>th</sup> September 2012
4 ) The plan of work sets appropriate goals, realistic timescales, is clearly sequenced and regularly reviewed.	6) To ensure effective exit strategies are in place post court order to reduce the number of young people re-offending and increase community engagement	<ul style="list-style-type: none"> <li>- Monitoring the number of YOT clients who are NEET at the start of their court order and in EET at the end of order?</li> <li>- Information sharing with education placement is clear and regular communication is had between schools / YOT</li> </ul>	<p>Demonstrate a continued decrease in the number of NEET yp</p> <p>To increase percentage of school attendance</p>	<p>Performance</p> <p>YOT case managers</p> <p>YOT managers</p>	
5 ) Children and young people and their parents / carers are actively and meaningfully involved in assessment and planning, including through timely use of self assessments and the assessment of learning styles	7) To ensure young people, parent and carers are an integral part of their intervention plans to improve long term sustainable outcomes for young people	<ul style="list-style-type: none"> <li>- To complete what do you think forms for all YOT young people at the start and end of each intervention and scan into system</li> <li>- Referrals to parenting services for all assets scoring 2 or above in family / relationship section and recorded on intervention page</li> <li>- To record the number and method of contact</li> </ul>	<p>100% of What do you think? Forms completed as part of ongoing assessments of young people.</p> <p>100% of referrals received for parenting support are contacted.</p>	<p>YOT Case managers</p> <p>YOT management</p> <p>Parenting Services</p>	

		<p>with parents</p> <ul style="list-style-type: none"> <li>- To implement an “induction pack” for young people incorporating learning styles</li> </ul>			
<p>6 ) Oversight by management, especially of vulnerability, Risk of Harm, to others, is effective in ensuring the quality of practice and provision of services, and is clearly recorded within the case record.</p>	<p>8) Ensure effective management oversight</p>	<ul style="list-style-type: none"> <li>- Management oversight recorded in YOIS</li> <li>- Ensure supervision occurs on a monthly basis where management oversight and actions are recorded in YOIS</li> <li>- Actions not completed within a month are escalated through appropriate management structure</li> </ul>	<p>100% of staff to receive monthly supervision</p>	<p>YOT Management Performance</p>	<p>Agreed supervision agenda</p> <p>100% staff receiving supervision with signed supervision agreements</p>
<p>6 ) Oversight by management, especially of vulnerability, Risk of Harm, to others, is effective in ensuring the quality of practice and provision of services, and is clearly recorded within the case record.</p>	<p>9) Ensure all documents are countersigned by management to ensure high quality and robust management oversight</p>	<ul style="list-style-type: none"> <li>- Fortnightly report run to ensure oversight on all countersigning of documents</li> <li>- Management team to record in YOIS</li> </ul>	<p>100% of cases have effective management oversight</p>	<p>YOT Management Performance</p>	
<p>7. Purposeful home visits are undertaken, as appropriate to the needs of the case and consistent with Safeguarding</p>	<p>10) To ensure a home visit is completed within 28 days of young person receiving their court order to ensure welfare</p>	<ul style="list-style-type: none"> <li>- Ensure all young people have a home visit unless risk identifies not to</li> </ul>	<p>60% of young people to have home visits.</p>	<p>YOT Management YOT case managers</p>	

needs and the Risk of Harm to others	needs of young person are considered as part of the court order	(Monthly reporting on home visits) <ul style="list-style-type: none"> <li>- Home visits are recorded on YOIS</li> <li>- Staff observations to be completed</li> </ul>	First home visit completed within 28 days	Performance	
8 ) Sufficient attention is given to the victims	11) To ensure victim awareness work is completed with all young people and to evidence the impact	<ul style="list-style-type: none"> <li>- Ensure intervention page indicates referral to victim worker</li> <li>- To record the number and method of direct / indirect contacts with victim</li> <li>- For every PSR to address victim impact</li> </ul>	To ensure 100% of young people take part in some form of Victim awareness / restorative justice work.  100% victims contacted	YOT case managers  Victim Support  YOT Management	
9) Work to be undertaken to ensure that the referral criteria for the Risk and Vulnerability Management Panel are consistently applied by all staff and Managers	12) To manage Risk, Vulnerability ensuring high quality and robust management oversight on cases	<ul style="list-style-type: none"> <li>- To complete protocol for Risk and Vulnerability Management Panels that is clear and fit for purpose</li> <li>- All cases are identified by Management alongside the Performance Team &amp; placed on Risk Management Panel Agenda (criteria – Assessed Risk of Harm is medium or above. Where there is</li> </ul>	To have regular monthly Risk & Vulnerability Management Panels	YOT Management  Performance  YOT case Managers	Completed – first RMP to take place 20 <sup>th</sup> Sep 2012

		a completed Risk Management Plan or Vulnerability Management Plan. All MAPPA eligible cases, all knife crime cases			
10)Effective Partnership working for LAC	13) Reduction in LAC in youth offending / re-offending population	<ul style="list-style-type: none"> <li>- To write protocol / best practice guidance between CIN / CLA / and YOT identifying area's such as Appropriate Adult, accommodation, prison visits, recording of information, overlap in care planning for young people</li> <li>- To analyse cohort of LAC offending population and report to Corporate Pparenting panel</li> </ul>	Monitor LAC offending population	YOT Management Social Care Management Performance	Meeting has taken place – Revised protocol to be completed by October 1 <sup>st</sup> 2012.
11)To have a skilled workforce with ability to make defensible decisions based on professional judgement	14) To have a skilled workforce completing evidence based assessments and interventions which are informed by a range of sources of information	<ul style="list-style-type: none"> <li>- All staff to attend safeguarding training</li> <li>- All staff to complete two day training workshop on identification of; and risk management / offence analysis</li> </ul>	To be prepared for change in national standards by April 2013 and awareness of impact of new legislation in Nov 2012	YOT Case managers YOT management	All staff have attended LSCB safeguarding training  Dates have been confirmed for a two day risk management / analysis training – October 19 <sup>th</sup>

		<ul style="list-style-type: none"> <li>- Staff to attend workshop (in house) on changes in national standards (Due in April 2012 )and legislation (Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO – Nov 2012)</li> <li>- To complete a workforce development / training plan</li> </ul>			and October 26th 4 <sup>th</sup> October – Management and court lead to attend
12)To create structured environments for staff to be able to reflect on practice and learn from one another	15) Continued reflective practice and identification of risks / needs / positives within service providing staff and management with a transparent and open service continually striving for improvement.	<ul style="list-style-type: none"> <li>- To complete mock audit / inspection with partners such as YJB / HMIP / YOT</li> <li>- 3 weekly group supervision</li> <li>- Structured allocations meeting where initial plan is discussed for case</li> </ul>	To have a reflective and transparent service where risks / needs / positives are clear from case manager to senior management	YJB YOT Management YOT Case Managers	