

Youth Offending Team Post SQS Action Plan December 2014

Recommendation 1:

Significant Improvement is needed to improve the overall quality of management oversight in order to drive up the quality of assessment, planning and review.

Issue	How	Lead	By when	Impact
Implementation of Key principles of effective management oversight of risk of harm to others and safeguarding/child protection and vulnerability.	HMI Probation Guidance Nov 2014 Implementation detailed as follows:	Ann Garratt Service Manager YOT	28 th February 2015	
Key Principle 1 Quality assurance embedded in the service	<ul style="list-style-type: none"> i) Monthly audit of cases ii) Use of the YJB Quality Assurance tool which identifies insufficient practice through scoring iii) Monthly observations of practice iv) Quarterly QA reports presented to the Youth Offending Management Board 	<ul style="list-style-type: none"> Neil Harris Service Manager Quality Assurance Ann Garratt SM Neil Harris SM Neil Harris SM 	<ul style="list-style-type: none"> Immediate January audit 2015 January 2015 January 2015 	Improved assessment/planning/effective management oversight evidenced through audit
Key Principle 2 Staff supervision	i) 4-6 weekly supervision as per Harrow Supervision Policy	Aman Sekhon Gill Team Manager YOT	Immediate	Regular effective supervision which drives forward improved interventions with

	<ul style="list-style-type: none"> ii) Dip sample audit of supervision files iii) Annual audit of supervision reported to Youth Offending Management Board 	<ul style="list-style-type: none"> Ann Garratt SM Neil Harris SM 	<ul style="list-style-type: none"> Jan 2015 May 2015 	<ul style="list-style-type: none"> young people ensuring they are safeguarded
<p>Key Principle 3 Facilitating improvements in practice See details in Recommendation 2</p>	<ul style="list-style-type: none"> i) Discussion and implementation of case management guidance (YJB Nov 2014) at the team development meeting ii) Development of a bespoke training programme for YOT staff 	<ul style="list-style-type: none"> Aman Sekhon Gill TM YOT Aman Sekhon Gill TM 	<ul style="list-style-type: none"> 3rd Dec 2014 1st Jan 2015 	<ul style="list-style-type: none"> See Recommendation 2.
<p>Key Principle 4 Ensuring young people are sufficiently protected from harm</p>	<ul style="list-style-type: none"> i) Staff have a clear understanding of how offending behaviour increases the risks of safeguarding which are identified in the ASSET and addressed in the risk and vulnerability management plans - countersigned by SPs/TM (evidenced in audit) ii) Bespoke training programme iii) Implementation of an integrated plan 	<ul style="list-style-type: none"> Aman Sekhon Gill TM Lara Mackin/Luke Shergill Senior Practitioners Aman Sekhon Gill TM Aman Sekhon Gill TM 	<ul style="list-style-type: none"> 31st Dec 2014 1st Jan 2015 1st Jan 2015 	<ul style="list-style-type: none"> Young people are safeguarded through effective assessment and integrated planning. Young people are diverted from offending behaviour.
<p>Key Principle 5 Management oversight assessing sufficiency and</p>	<ul style="list-style-type: none"> i) Strengthen current practice of management 	<ul style="list-style-type: none"> Lara Mackin/Luke Shergill Snr Pracs /Aman Sekhon Gill TM /Ann Garratt SM 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> Effective management oversight which supports the development of staff.

deficits in practice	<p>oversight by</p> <p>ii) Evidenced in YOIS</p> <p>iii) Evidenced in audit</p> <p>iv) Individual training plans include how deficits in practice are to be addressed</p> <p>v) Harrow capability procedure understood and applied where appropriate</p>	<p>As above</p> <p>As Above</p> <p>As above</p> <p>HR to provide training session</p>	<p>Immediate</p> <p>Ongoing</p> <p>February 2015</p> <p>February 2015</p>	
<p>Key Principle 6</p> <p>Ensure remedial actions identified and completed</p>	<p>i) Introduction of Duty Manager system</p> <p>ii) Use of electronic diary to track deadlines</p> <p>iii) Recording of management oversight in YOIS</p> <p>iv) Monday morning team performance meeting</p> <p>v) Weekly review of performance data and remedial action identified</p>	<p>Aman Sekhon Gill TM</p> <p>Lara Mackin/Luke Shergill Snr Pracs</p> <p>Lara Mackin/Luke Shergill/Aman Sekhon Gill</p> <p>As above</p> <p>Aman Sekhon Gill/Lara Mackin/Luke Shergill</p>	<p>24th Nov 2014</p> <p>1st Dec 2014</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Remedial actions undertaken in a timely manner.</p>
<p>Key Principle 7</p> <p>Sufficient underpinning knowledge of risk of harm and vulnerability</p>	<p>i) Relaunch the Public Protection Policy and Procedure</p> <p>ii) Appraisal</p> <p>iii) Attending LSCB and YOT bespoke training</p> <p>iv) Audit</p>	<p>Ann Garratt</p> <p>Aman Sekhon Gill</p>	<p>December 2014</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Staff have a good understanding of risk of harm and vulnerability and ensure that assessed needs are addressed in a timely way.</p>
<p>Key Principle 8</p> <p>Understand the assessment, planning and</p>	<p>Relaunch the Quality Assurance Policy and Procedure</p>	<p>Ann Garratt SM</p>	<p>January 2015</p>	

management processes				
Key Principle 9 Managers recognise indicators of raised risk of harm and vulnerability	Ensuring information sharing is robust to enable raised risk to be identified and addressed accordingly Work currently underway with the Metropolitan Police regarding information sharing	Ann Garratt SM	Immediate	Effective information sharing will help inform plans for statutory intervention for young people and disruption of the opportunity to offend/harm self and others.
Key Principle 10 Distinguish between good and insufficient practice.	i) Advise and provide guidance through discussions ii) Countersigning reports to Court, referral panels and other formal settings iii) Provide honest, constructive feedback to enable practitioners to develop their practice. iv) Use of the YJB Audit tool which identifies insufficient practice	Lara Mackin/Luke Shergill Senior Practitioners As above As above As above	1 st December 2014 Ongoing Ongoing January 2015	Insufficient practice will be identified and remedial action taken. A significant reduction in insufficient practice. Practitioners take responsibility in their professional development.

Recommendation 2:

Measures to improve the quality and consistency of vulnerability and safeguarding work, at both management and practitioner level, needs to be implemented urgently.

Issue	How	Lead	By When	Impact
2.1 Ways to improve practice: Case Management Guidance Section 8 (GOV.UK Oct 2014)	YJB Case Management Guidance November 2014	Ann Garratt Service Manager		
2.2 Professional development of YOT workers to provide the best and most professional service to young people/justice system/community	<ul style="list-style-type: none"> i) Responsibility for own continuous professional development ii) Annual appraisal iii) Accepting feedback from managers/panels/young people/stakeholders iv) Use of the YJB e-survey to inform practice v) Use of YJB Learning and Skills Matrix to assess learning and development needs of staff vi) Feedback from Court reported to the Youth Offending Board vii) Review PSR feedback sheets on a monthly basis viii) Through supervision/audit/observation 	<ul style="list-style-type: none"> Ann Garratt Service Manager Ann Garratt SM Aman Sekhon Gill TM Denise Ailara Participation Co-ordinator Lara Mackin/Luke Shergill/Aman Sekhon Gill/Ann Garratt Mike Herhily twice yearly Lara Mackin Snr Prac Aman Sekhon Gill/Lara Mackin/Luke Shergill 	<ul style="list-style-type: none"> Introduced at team meeting on 3rd Dec and thereafter in supervision Ongoing March 2015 April 2015 April / October 2015 Immediate 	A continuous learning environment to ensure that young people receive the most professional service.

2.3 Rigour and consistency in assessing and planning for safeguarding and vulnerability	<ul style="list-style-type: none"> i) Multi-agency plans address safeguarding issues identified in the ASSET ii) PSRs contain a clear and thorough assessment of vulnerability (PSR feedback sheets from Court) iii) Liaison between case managers and social workers to ensure safeguarding issues are addressed in multi-agency plans . Workshop planned . iv) Planning for those young people in custody to manage the risk of harm / vulnerability during the custodial period v) "Admission and discharge from secure accommodation" OFSTED August 2010 to be a substantive agenda item at team meeting as part of training around DTO 	<p>Lara Mackin/Luke Shergill Snr Pracs</p> <p>Lara Mackin/Luke Shergill</p> <p>Ann Garratt Service Manager YOT/Parmjit Chahal Service Manager CIN</p> <p>Aman Sekhon Gill</p> <p>Aman Sekhon Gill</p>	<p>February 2015</p> <p>Ongoing</p> <p>February 2015</p> <p>January 2015</p> <p>February 2015</p>	Effective integrated planning manages risk of harm/vulnerability in the community, in custody and on release.
2.4 YOT staff understand and act upon their safeguarding responsibilities	i) Bespoke training programme to enable a thorough understanding of the safeguarding	Aman Sekhon Gill	1st January 2015	All YOT staff fully understand and act upon their safeguarding responsibilities.

	<p>issues for young people who offend and those in custody</p> <p>ii) Appropriate referrals to MASH, reviewed on a quarterly basis (reviewed Oct 2014)</p> <p>iii) Community Safety and Public Protection Incident Notifications (CSPPI) to YJB/Youth Offending Management Board/LSCB</p> <p>iv) CSPPI lessons learnt shared at team meetings/Youth Offending Management Board/LSCB</p> <p>v) Learning from Serious Case Reviews shared at team meetings</p> <p>vi) Identification of those young people assessed with increased risk/vulnerability to be presented to multi-agency Risk and Vulnerability Management Panel</p>	<p>Nasheen Singh Service Manager MASH</p> <p>Ann Garratt Service Manager YOT</p> <p>Ann Garratt Service Manager YOT</p> <p>Aman Sekhon-Gill</p> <p>Lara Mackin/Luke Shergill</p>	<p>January 2015</p> <p>January 2015</p> <p>As and when</p> <p>As and when</p> <p>Ongoing</p>	<p>Appropriate referrals are made to MASE Team learning and development through CSPPI and SCR processes.</p> <p>Effective multi agency responsibility/management of those young people assessed as being high risk.</p>
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Recommendation 3:

In order to support improvement in staff practice and performance, personalised training and induction plans should be in place, specifically addressing assessment, planning, MAPPA, and speech, language and communication needs.

Issue	How	Lead	By When	Impact
3.1 Case management guidance October 2014	YJB Case Management Guidance November 2014	Ann Garratt Service Manager YOT		
3.2 Staff identified gaps in their knowledge of youth offending	i) Personalised induction plans ii) Annual Appraisals iii) Personalised training plans including self responsibility for continuous professional development iv) YOT workers attend identified training to address knowledge gaps iv) Use of the YJB QA tool identifies trends on a team and individual basis which are addressed in Supervision.	Aman Sekhon Gill Ann Garratt Lara Mckin/Luke Shergill/Aman Sekhon-Gill Lara Mackin/Luke Shergill/Aman Sekhon-Gill Lara Mackin/Luke Shergill/Aman Sekhon-Gill	February 2015 Ongoing March 2015 Ongoing March 2015 Ongoing	Improvement in staff practice and performance. Effective assessment and planning. Attendance at appropriate training events and other learning opportunities.
3.3 Lack of knowledge regarding MAPPA processes.	Presentation to a team meeting regarding MAPPA	Sangeeta Gaddu. Probation Officer MAPPA lead	March 2015	MAPPA processes are fully understood and used appropriately.
3.4 Poor quality plans	SMART plans to be developed following assessment	Systemic Family Therapy	26 th January 2015	SMART plans impacting on young people and their offending behaviour.
3.5 Lack of knowledge of speech, language and communication needs	Bespoke training for YOT staff	Aman Sekhon Gill	January 2015	Staff ensure that planned interventions take into account speech, language and communication needs

				of young people.

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