



**Islington Youth Offending Service
Improvement Plan
May 2016 (for activity up to April 2017)**

Improvement Planning Framework

The Islington YOS Management Board will respond to the findings of the Inspection through revisions to two key plans;

- A review of the strategic Youth Justice Plan
- This post-inspection improvement plan consisting of two distinct parts;
 - Part A: YOS Board Improvement Plan
 - Part B: YOS Team Improvement Plan

Post Inspection Improvement Plan April 2016	
<p style="text-align: center;">Part A: YOS Board Improvement Plan</p> <p>Four objectives:</p> <ol style="list-style-type: none"> 1. By April 2016, to have in place an effective YOT Board with full, consistent and appropriate membership to lead the improvement programme 2. By June 2016 to have in place a full complement of suitably qualified and experienced staff including specialist roles 3. By August 2016, to ensure the YOT Board accesses and uses accurate and timely data and information to ensure it can effectively oversee improvement activity. 4. By October 2016, to have in place the right resources used to support the work of the YOT including improved and appropriate locations to work with young people 	<p style="text-align: center;">Part B: YOS Team Improvement Plan</p> <p>Three objectives:</p> <ol style="list-style-type: none"> 1. By April 2017, to have in place effective joint work between the local authority and police to reduce offending, protect the public and keep children and young people safe, including co-location of the police 2. By April 2017, to manage risk of harm to others and safeguarding needs so that actual and potential victims, including those who are also perpetrators, are protected as far as possible. 3. By April 2017, to ensure all staff have the relevant training, support and resources to manage the complex cases they hold

Part A: YOS Board Improvement Plan						
Objective 1: By April 2016, to have in place an effective YOT Board with full, consistent and appropriate membership to lead the improvement programme						
No.	Action	By Whom	By When	RAG	What success will look like	Progress Sept 16
1.	YJB to deliver Board development workshop, to enable Board members to plan post inspection improvement work	YJB Head of London	Dec 15	Green	Board members feel confident in their ability to oversee improvement activity	The workshop was delivered in Dec 15 and the Board expresses this confidence
2.	Borough Commander to be invited to join the Board	Board Chair	Apr 16	Green	Consistent attendance and oversight of police contribution to YOS	The Borough Commander has agreed to attend, and has attended the Improvement Board
Objective 2: By June 2016 to have in place a full complement of suitably qualified and experienced staff including specialist roles						
No.	Action	By Whom	By When	RAG	What will success look like	Progress Sept 16
1.	Recruit permanently to Operations Manager post	Head of Service	July 16	Green	Experienced and able manager in post	Charlotte Matthews started in post in July
2.	Adopt one broad payment band for all YOS case managers, who may hold qualifications from a range of sources.	Head of Service	July 16	Amber	Payment band implemented with union support	A revised job description has been drafted and agreed with unions, awaiting HR sign off

3.	Induction, probation, supervision and learning and development processes to be implemented which support and develop staff to do an excellent job.	Quality Manager	July 16	Amber	Processes in place and consistently implemented	Processes are implemented and we are now working to ensure consistent quality of supervision
4.	Health development plan to be implemented	Board Health Lead	Sept 16	Amber	Staff aware of health resources, processes for referrals consistently implemented; case notes show needs consistently met	Health development plan is being delivered and the trauma model has significantly influenced the shape of service delivery. The impact on referrals and intervention delivery will need to be audited in future.
5.	Allocate the YOS a discrete, co-located information management resource	Board Chair	June 16	Amber	Regular checks on key quantitative measures, supervision time freed to discuss the quality of case work	Still held centrally. We are working together to ensure service needs can be met, and drawing up a business case for additional technical information support.

Objective 3: By August 2016, to ensure the YOT Board accesses and uses accurate and timely data and information to ensure it can effectively oversee improvement activity						
No.	Action	By Whom	By When	RAG	What will success look like	Progress Sept 16
1.	<p>For the Board to oversee the refreshing of and delivery of the action plan for Youth Crime Prevention</p> <ul style="list-style-type: none"> • Approve the action plan • Monitor progress • Review effectiveness 	Board Chair	Nov 16	Amber	Revised action plan in place which addresses the key factors and which all partners sign up to delivering	A partnership awayday was held in June to review and refresh the Action Plan
2.	<p>Review Board procedures to ensure that:</p> <ul style="list-style-type: none"> • Agendas focus on improvement activities and other urgent matters • Sufficient time is available at Board meetings to discuss progress and barriers, and agree necessary actions at strategic level • Performance information is focussed and accessible to non-specialists • Meetings are held wherever possible at the YOS to give members the opportunity to increase their knowledge of the staff and work • There is sufficiently senior representation from all agencies including police • The information presented to the Board accurately reflects the situation in the YOS and the level of progress made 	Board Chair	June 16	Amber	Full attendance and engagement of all statutory partners, consistent strategic oversight	Board processes are now significantly more effective. Further work is needed to ensure statistical information is accessible and not difficult to interrogate.

3.	Reports on particular areas of key activity to be presented by middle managers and practitioner 'Champions'.	Head of Service	Sept 16	Green	Staff at all levels contribute to Board processes	Team Managers contributed to the last Board, and in Sept frontline staff and young people will present the ISS model
4.	Scrutiny Panels to cease and be replaced with shadowing and other opportunities for Board members to increase understanding.	Board Chair	August 16	Green	Board members' expertise enables improvement in YOT practice and removes barriers to improvement	Board members have shadowed court, duty, undertaken Champion visits and staff liaison
5.	Regular service user feedback to be presented to the Management Board to inform service development.	Head of Service	May 16	Green	Board receives regular feedback from young people	User feedback was presented to the last Board and Sept Board will include presentations from young people
6.	Report from the on site review of police contribution to the YOS from the Metropolitan Police Central Improvement Team to be presented to the Management Board and recommendations implemented.	Chief Superintendent, Met	May 16	Red	Full co-location and consistent, positive partnership working	This was presented at the last Board though some key recommendations have not been implemented

Objective 4: By October 2016, to have in place the right resources and processes to support the work of the YOT						
No.	Action	By Whom	By When	RAG	What will success look like?	Progress Sept 16
1.	Ensure the quality of assessments, plans and interventions with young people is consistently good, and effective in reducing re-offending and use of custody	Head of Service	April 17	Amber	All audited case work to be assessed as good or excellent	Audits began again in June. 25 have been undertaken at the time of writing, of which 15 are good or excellent, 10 unsatisfactory. Due to the implementation of Asset Plus, audit activity will focus on reports and assessment of risk of harm.
2.	<p>Review the measures used in the YOS to manage gang related activity, including:</p> <ul style="list-style-type: none"> • Safety Questionnaire to be devised, consistently used and intelligence shared with colleagues in police and Community Safety • Information team and Integrated Gangs Team to be asked to assist with 'mapping' young people to postcode areas • Consideration of satellite venues for delivery of services. Mapping postcodes against risk levels, sexes, ages etc. – consider delivery of group work in clusters co-terminous with TYS areas 	YOS Team Manager	October 16	Red	Young people, parents and carers and staff report reduced safety incidents and improved confidence with safety of venues	Staff absences have inhibited progress on this to date, but this will now be progressed by Service Manager.

3.	Develop a directory of resources available in Islington which are evaluated as effective and agreed as suitable for YOS use; embedding the outcomes of the Youth Crime Awayday	Assistant Director, Public Health	Sept 16	Amber	Staff are aware of the resources available and consistently use them appropriately	Work on a directory of resources was discussed at a recent post away-day workshop and a Steering Group will take this work forward.
4.	Use restorative approaches across all areas of YOS activity	Head of Service	Nov 16	Amber	Restorative approaches are consistently evidenced as being used in all cases; clear interface between RJ worker and case managers	Victim processes are in place and implemented, with the first face to face restorative conference scheduled imminently. Training is arranged for court partners and panel members on RJ. Referral processes to RJ worker in place and training arranged; work under way to embed restorative approaches in reports and compliance panels.

5.	Engage service users in a range of ways to provide feedback and influence the development and improvement of the service.	Head of Service	Aug 16	Amber	Service users contribute and shape service direction	HMIP's user feedback surveys are being consistently completed; these are done by TYS for objectivity. The user voice group continues and a group of practitioner 'Champions' is leading user involvement activity.
6.	Undertake regular audits of case work to ascertain progress against improvement targets	Head of Service	Aug 16	Green	Quality of case work improves until all is good or excellent	Audits by senior managers within the service are taking place weekly and showing improving practice. The use of Asset Plus will be monitored. Partnership audits are planned.
7.	Train and support staff to improve the quality, length and congruence rates of Pre-Sentence Reports to court	Team Manager	Nov 16	Amber	Congruence rates increase, custody reduces, feedback from magistrates is positive	A training date has been set for October. The changes to the assessment framework mean that it is currently not possible to check congruence but ongoing recovery work aims to address this.

8.	Train staff in the effective use of information management database	ICT Lead	June 16	Green	Staff feel confident that they can fully use Child View, audits demonstrate this	Several training sessions have been completed and in house development is ongoing
Part B: YOS Team Improvement Plan						
Objective 1: There is effective joint work between the local authority and the police to reduce offending, protect the public and keep children and young people safe, including co-location of police.						
Board Champion: Jo Murphy, Service Director Housing						
No.	Action	By Whom	By When	RAG	What will success look like	Progress Sept 16
1.	Management Board to monitor compliance with the YOS and police Service Level Agreement to ensure that decisions translate into action.	Board Chair	June 16	Amber	Effective and timely communication and intelligence sharing; improved service outcomes	Final amendments have been made to the SLA and a final version will be tabled at the September Board for agreement.
2.	Develop an effective working protocol between YOS staff and police teams.	Head of Service	June 16	Amber	YOS and police staff are aware of routes of communication, and these are effective in managing risk of re-offending	The communication protocol is contained within the SLA.
3.	Report from the on-site review of police contribution to the YOS from the Metropolitan Police Central Improvement Team to be presented to the Management Board and recommendations implemented.	Police Borough Commander	August 16	Red	Improved working relationships between YOS and police	The report was tabled but the key recommendations, about level of resources and access to police systems in the YOS office, have not been implemented.

4.	Police representation at strategic level to YOS Multi Agency Risk Panel.	Borough Commander	August 16	Amber	Consistent representation and engagement at sufficiently senior level	There has been regular representation by Islington police but personnel have varied, a consistent representative will be agreed as part of MARP review.
5.	Partnership review of Bronze panel mechanisms to ensure effectiveness in addressing serious youth violence.	Head of Community Safety	August 16	Amber	Reduced re-offending and violent crimes committed by Islington young people	The Bronze panel has been reviewed in consultation with police, YOS and NPS and a new mechanism agreed to adopt an approach similar to the MAPPA panel, with better links with MARP and other relevant meetings to prevent duplication. The new Bronze process will start from October and will be jointly chaired by the police DI (Gangs) and a designated SPO in the NPS.

6.	In partnership with YJB, use Islington local data to analyse the profile of young people re-offending in Islington, compile re-offending action plan and implement this	Head of Service	Nov 16	Amber	Re-offending rates reduce	The YJB Re-offending lead has presented an analysis of Islington's data to the YOS management team, and briefed us on use of the live tracker. Regular monitoring is now scheduled.
7.	Review use of Criminal Behaviour Orders in Islington to avoid unnecessary action against young people, and ensure YOS is involved from the outset in any proposed action	Head of Community Service	Aug 16	Amber	Breach of CBO rates reduce	Protocol between YOS, police and Community Safety has been agreed and is being monitored.

Objective 2: Identify and manage risk of harm to others and safeguarding needs so that actual and potential victims, including those who are also perpetrators, are protected as far as possible.						
Board Champion: Mary Pilgrim NPS						
No.	Action	By Whom	By When	RAG	What will success look like	
1.	All case work staff to receive regular (at least once a month) structured supervision, in line with YOS procedure, to discuss all cases and provide guidance and support on interventions to reduce offending propensity and seriousness, and ensure cases are managed in line with National Standards and Case Management Guidance	Team Managers and Quality Manager	June 16	Amber	Consistent high quality supervision provided, notes recorded and onto case management system. Improved case work quality	There is consistent staff supervision taking place, and DTMs' time has been freed to concentrate on overseeing case work. There are now development sessions under way to improve consistency and recording of oversight.
2.	Fortnightly reports to be run to monitor compliance with National Standards and recording expectations.	Quality Manager	June 16	Amber	Improved compliance with National Standards following embedding of Asset Plus	'Stat Wednesdays' have been instituted to improve recording and compliance with standards, but the data scrutinised needs to be directed in a more useful way.

3.	Review and streamline panel system so that there is clarity about where responsibility for oversight of the highest risk cases sits, and all partner agencies are fully contributory and supportive. Strengthen the Multi Agency Risk Panel.	Quality Manager	June 16	Green	Reduced meeting overload for staff, improved multi-agency management of the highest risk cases	Panels and meetings have been reviewed and reduced, and MARP focussed on risk of harm. MARP will be reviewed by the new Service Manager to ensure effectiveness.
4.	Review the QA process to ensure a focus on reducing risk of harm and managing safeguarding needs.	Quality Manager	August 16	Amber	Improved management of risk of harm and safeguarding cases	Management oversight training and practice development sessions for practitioners on implementing case management guidance and child protection, particularly in relation to gangs. Policies and processes also being refreshed. Initial audits indicate an overestimation of risk which will be addressed.
5.	Develop working protocol with Children's Social Care on managing safeguarding needs for young people known to YOS.	Operations Manager	Oct 16	Amber	Improved partnership working with CSC, improved safeguarding outcomes	The YOS-Safeguarding Protocol is being refreshed and reviewed, with the YOS Service Manager acting as SPOC

6.	Embed the protocol for Safeguarding Children Affected by Gang Activity and Serious Youth Violence, including work to address child sexual exploitation, problematic sexualised behaviour and risk of violent extremism.	Head of Service	Oct 16	Amber	Case records demonstrate referrals appropriately made	The YOS-Safeguarding Protocol is being refreshed and reviewed, with the YOS Service Manager acting as SPOC
7.	Ensure that the welfare of young people entering custodial institutions is protected, by providing all necessary and relevant information to the YJB Placement Service.	Head of Service	Oct 16	Green	Mandatory documents are consistently sent in all cases	Since April this year, all relevant documents (whether mandatory or not) have been sent in all cases, and systems are in place to ensure this takes place.
8.	Ensure there is a robust exit plan in place for all young people ending YOS statutory Orders.	Operations Manager	Oct 16	Red	Exit plans in place in all cases	A process document for case closures is in draft format
Objective 3: Ensure all staff have the relevant training, support and resources to manage the complex cases they hold						
Board Champions: Lela Kogbara and Shelagh O'Connor						
No.	Action	By Whom	By When	RAG	What will success look like	
1.	Staff at all levels to be involved in devising a new name and vision statement for the service.	Head of Service	July 16	Amber	A shared service name and vision statement ascribed to by all staff across the service	Proposed names and statements were circulated to the Board. However some TYS staff have expressed a concern to retain the name as it has public recognition.

2.	Each staff member to have goals and targets which contribute directly to the aims of the Youth Justice Plan, improvement processes and overall corporate plan.	Head of Service	June 16	Green	Staff understand how their work contributes to the overall service direction	There are consistent targets in place at all levels in the service, which contribute directly to service goals.
3.	Ensure communication systems across the team are effective, and measures such as team meetings, newsletters, briefings and union liaison meetings are utilised so that staff know and understand developments.	Head of Service	Oct 16	Green	Staff across the team understand the service direction and priorities, work of colleagues	A whole team awayday, team building events, newsletters and other measures have taken place and continue.
4.	Volunteers and sessional workers are inducted, trained, supervised, supported and developed	Head of Service	Oct 16	Amber	Volunteers and sessional staff report feeling supported and have progression opportunities	The protocol for sessional staff is being drafted. Support and guidance for volunteers is of a high standard.
5.	Review of the responsibilities of individual managers at all levels, and systems and processes developed to ensure we operate as a supportive and complementary leadership team.	Head of Service	Aug 16	Amber	Managers understand their responsibilities and how we work together towards shared targets	The management team reports feeling more cohesive and supportive than ever previously. Now that the Service Manager is in post, team building and clarification of role delineation will continue this progress.

6.	<p>Action to be taken to make the service operate more cohesively, including:</p> <ul style="list-style-type: none"> • Regular whole team meetings and awaydays, with follow up of issues raised • Cross service management structures and processes • Seating arrangements which facilitate cohesive working 	Head of Service	July 16	Green	Staff at all levels feel the service is cohesive and operates synergistically	There has been extensive progress and staff report satisfaction and high morale. An anonymous staff survey will help to identify areas to be targeted.
7.	<p>Review the service the YOS currently provides to the court to ensure that it is high quality, including:</p> <ul style="list-style-type: none"> • Allocating lead roles for court work whilst enabling all staff have a basic level of knowledge in this area • Implementing a procedure for Crown and out of borough cases • Inviting representatives of court and magistrates onto the Management Board 	Team Manager	July 16	Amber	The YOS provides an excellent service to the courts, all staff have the training and support needed to fulfil their responsibilities in this area	A lead court team has been identified and begun work. The Chief Magistrate has agreed to attend the Management Board. Breakfast meetings with magistrates are planned to train them on key YOS working practices.
8.	<p>Review the provision of Intensive Support and Surveillance in Islington to ensure compliance with Case Management Guidance and minimise the need for use of custody</p>	Team Manager	July 16	Amber	The YOS provides a high quality ISS service, custody rates decrease	A proposal will be tabled at the September Board.

9.	Adopt key intervention packages to be used with the majority of young people, suitable for ages, index offence types and risk levels prevalent in Islington. Evidence the delivery of structured offence focussed work with all young people under supervision on Child View.	Quality Manager	Aug 16	Amber	Offence focussed work is undertaken with all young people, re-offending rates reduce	A review of interventions led by practitioners from across YOS and TYS has taken place and key programmes identified, underpinned by the 'Good Lives' model and restorative practices. This now needs to be consistently embedded in case work practice.
10.	Implement a case weighting tool to monitor the complexity and parity of workloads.	Head of Service	April 16	Green	Workloads are equitable and manageable	The case weighting tool is in place and used weekly to determine allocations and monitor workloads.
11.	Review the office duty system to remove unnecessary tasks and ensure that key tasks are undertaken effectively	Head of Service	July 16	Green	The workload of duty staff is reduced, Information Transfer improves	The review has taken place and unnecessary tasks reallocated or discontinued.

12.	Provide therapeutic or pastoral support for staff to support them in managing complex and high risk cases	Head of Service	June 16	Green	Staff report increased confidence and satisfaction and decreased anxiety	Five trial sessions of therapeutic support took place and received some positive feedback. The YOS CAMHS worker is undertaking a needs analysis to inform planning.
13.	Staff at all levels take on 'Champion' roles and leads in the team, and develop their interests whilst contributing to service improvement	Head of Service	July 16	Green	Staff contribute to specific areas of service improvement and lead on projects	Many staff have volunteered to support improvement initiatives, and develop themselves.
14.	Head of Service to hold 'surgery' sessions for staff to raise ideas, concerns or questions and have direct communication with senior managers, and there is clear feedback on the outcome of this	Head of Service	May 16	Green	Staff can discuss ideas or concerns with Head of Service, staff see these addressed in action	Surgeries have had a high take up and continue to be scheduled monthly. Issues raised are consistently addressed.