



SWINDON YOT POST INSPECTION ACTION PLAN 2015/16

Completed Actions

21st January 2016

SUMMARY

Reducing reoffending

Overall work to reduce reoffending was satisfactory. Case managers had a good understanding of the reasons why children and young people offended. They used their knowledge to provide sound information to court both to inform sentencing decisions and to put appropriate intervention plans in place. A holistic approach with the family and specialist workers was taken to work to reduce the likelihood of reoffending. This led to a range of positive, sustainable outcomes that, some young people advised, could be accredited to their time with the YOT.

Protecting the public

Overall work to protect the public and actual or potential victims was unsatisfactory. The YOT often underestimated the level of harm a child or young person posed to others and the subsequent need to plan to manage this. Work relating to risk of harm was not always given sufficient priority, especially when there were other needs in a case to address. There was a lack of guidance and structures in place for managing high risk of harm cases and too little use was made of the expertise held by YOT police staff and the information they could access.

Protecting children and young people

Overall work to protect children and young people and reduce their vulnerability was unsatisfactory. The YOT worked proactively to manage safeguarding issues as they arose. Case managers made determined efforts to link with partner agencies and contributed to interagency safeguarding processes in order to protect children and young people. However, case managers were not good at assessing the vulnerability needs in their cases. There were issues relating to the quality of planning, and delays in the delivery of some specialist interventions.

Ensuring the sentence is served

Overall work to ensure that the sentence was served was good. The YOT's key asset was its staff. The YOT worked holistically with other agencies to build effective relationships with children and young people and their families. Case managers worked flexibly to take the specific needs of a case into account and remove potential barriers to engagement in order to encourage engagement. They also took appropriate and effective measures to encourage and enforce compliance where necessary.

Governance and partnerships

Overall, the effectiveness of governance and partnership arrangements was unsatisfactory. The YOT Management Board had a clear appreciation of the role and importance of the YOT's work. However, the success of the YOT was underpinned by strong, informal relationships and ambitions rather than

governance, scrutiny and challenge by its Management Board. Its evident commitment to improving services lacked strategic direction and planning. Despite a range of internal assurance mechanisms, there was more to be done to ensure the effectiveness of work to protect the public and safeguarding.

Interventions

Overall, the delivery and management of interventions to reduce reoffending were satisfactory. The YOT had access to a good range of interventions to reduce offending behaviour, protect the public and safeguard children and young people. They also paid due consideration to addressing the needs of victims. Case managers gave thought to what should be delivered, and how, in order to achieve the greatest level of engagement by children and young people, many of whom showed positive progress in key factors linked to their offending behaviour.

RECOMMENDATIONS

Post-inspection improvement work should focus particularly on achieving the following outcomes within 12 months following publication of this report:

1. The work of the YOT should be targeted, meet local need, and driven by a clear YOT strategy and effective delivery plan (Chair of YOT Management Board).
2. Governance arrangements, at all levels, should provide appropriate support, scrutiny and challenge to the YOT's work and outcomes (Chair of YOT Management Board).
3. Systematic, effective critical oversight of the YOT's work should be used to identify and help to address areas for improvement in practice relating to safeguarding, protecting the public, and children looked after by the local authority (Chair of YOT Management Board).
4. Effective YOT and partnership working arrangements should promote the safeguarding of children and young people and the protection of the public and victims: specifically, assessment, planning, and the delivery of interventions should be of good quality and underpinned by effective joint working structures, protocols and guidance (YOT manager).

Key areas of focus will be in the following areas:

- Seeking a greater take up of victim involvement in Restorative Justice.
- Improving staff skills in reflecting, analysing and recording risk of harm and vulnerability issues more widely and in more depth.
- Seeking to strengthen links to local colleges and education providers to better understand the quality of educational provision – to inform placements.

- Reviewing agreements and protocols with partners in regards to health provision, especially into the secure estate.
- Training related to the role of Police personnel with regards to intelligence sharing and risk management.
- Improving governance relating to Looked After Children, improving links with ICT and Social Care teams such as Family Contact Point.
- Improving communication with young people, mainly around understanding their Court Order.
- Review the working of the Board to ensure there is leadership and challenge from all agencies.

SWINDON YOT POST- INSPECTION ACTION PLAN 2015-16					
(02/03-20/03/15)					
Insp. Report Ref. No.	Inspection Key Findings and Explanations of Findings:	Actions by YOT Lead and others who can help	Deadlines	Progress	RAG
THEME 1: REDUCING RE-OFFENDING					
EF – 3	They were not as good at planning how to change the level of the child or young person's motivation to change.	i. Motivational Interviewing training pack to be made available to staff. ii. Senior Practitioner to share essay (personal learning) on the Desistance Theory.	Dec '15	i. Disseminated to all YOT staff October 2015. ii. Done / Good practice guidance sourced from another YOT and circulated to staff.	GREEN GREEN
EF - 5	Initial referral order panels were sometimes convened late.	Case Managers and/ or RO Administrator (to be clarified) to contact young people reminding them of panel appointments.	Sep '15	Text and phone reminders taking place.	GREEN
EF - 8	There were fewer indications that core offending behaviour work, focusing on attitudes to offending and motivation to change, was undertaken. There also appeared to be cases where we identified a need for work to address drugs misuse, but there was no evidence this had been delivered. We recognise that this may have been due to a lack of recording in the YOT relating to interventions.	U-Turn need to take ownership/ responsibility for filling in/ recording in contacts on intervention page.	Dec '15	Training has been given to U-Turn staff in relation to this.	GREEN
EF - 10	We noted that although custody cases were delivered as a single integrated	i. Any work undertaken by the secure estate needs to be	Aug '15	i. Ongoing and happening – low custody rates mean we can	GREEN

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	<p>sentence, the quality of work to address reoffending during the custodial phase was not as good as work in the community. The YOT's health professionals were not involved with children and young people during this time and there was no evidence that they were asked to contribute to licence conditions.</p>	<p>recorded on ChildView by the Case Manager as well reasons when something cannot be delivered.</p> <p>ii. Health and other relevant professionals to be invited as required to review meetings.</p>		<p>focus on this aspect currently.</p> <p>ii. Arrangements now in place that EWO attends initial and final meeting. ISS to attend the final reviews and involvement on release.</p>	GREEN
THEME 2: PROTECTING THE PUBLIC					
<p>KF – 1</p> <p>EF – 1b</p>	<p>The YOT was not exploring risk of harm thoroughly enough and often underestimated the level of harm a child or young person posed to others and the need to plan to manage this.</p> <p>Some case managers were not identifying relevant links between drugs use and offending behaviour.</p>	<p>Review in PRAISE audits.</p>	<p>Dec '15</p>	<p>Additional prompt added to pro-forma.</p>	GREEN
<p>KF – 2</p> <p>EF – 1c</p>	<p>Assessment and plans were not reviewed or updated well enough.</p> <p>Reviews were not improving understanding around risk of harm; many were copied from previous assessments and were not updated sufficiently.</p>	<p>i. Staff need to adopt an holistic approach getting as much info from partners.</p> <p>ii. Ensure that attendance to Substance Misuse Service appointments where it has been identified as part of the intervention is enforceable.</p>	<p>Dec '15</p>	<p>i.</p> <ul style="list-style-type: none"> • Police Staff now disseminate intel and missing info daily. • EWO/YEW are sighted on all new referrals/ cases. • Police Staff now routinely liaise with Family Contact Point colleagues to flag up young people known to Children's Services. <p>ii. Embedded and agreed.</p>	<p>GREEN</p> <p>GREEN</p> <p>GREEN</p> <p>GREEN</p>

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KF – 3 EF - 8	Too little use made of police information systems and the expertise of the YOT Police staff. YOT police workers were not being used in a consistent way to help manage risk of harm to others. In some cases, there were serious gaps in information about a child or young person's offending behaviour that could have been addressed through greater use of police information systems and the expertise of YOT police colleagues.	Matter has been addressed.	June '15	<ul style="list-style-type: none"> • Police staff providing daily intelligence briefings. • Runaways/ Mispers list disseminated regularly. • Overnight Police notification process has been firmed up. • Pre-cons can be made available by Police Staff within the hour on request. 	GREEN
EF - 13	There was no formal risk management forum to which to present cases.	Although this already covered in SOS and PRAISE will now also be covered by new Dashboard which identifies new cases (to be reviewed monthly).	June '15	Complete.	GREEN
THEME 3: PROTECTING THE CHILD OR YOUNG PERSON					
KF – 2 EF – 1	Decisions about the level of vulnerability of a child or young person were often inaccurate. Threads of information relating to vulnerability, especially that linked to offending behaviour, were found to be spread throughout case files. Case managers were good at identifying the need for specialist assessments relating to, for example, emotional or mental health and substance misuse. However, they were not consistently pulling all the information they had together to analyse the nature of vulnerability in a case. Sometimes the screening was not being completed well enough, or information held by other	i. Perception of 'vulnerability' is limited. It is anything that can impact negatively in a young person's development and wellbeing. Other areas to be taken into consideration: <ul style="list-style-type: none"> • Substance Misuse • CLA • Peer Pressure • CSE • Accommodation • Neglect • Health & Mental problems • Special Educational Needs • BME • Travelling Community • Girls 	Feb '16	i. Key practitioners attended SEND conference in November 2015. ii. YOT apprentice has produced posters. iii. Senior Practitioner/ Ops Manager incorporating into supervision pro-forma 'Audits'.	GREEN GREEN GREEN

	agencies was not used to help inform the assessment. This lack of analysis made it difficult to make an accurate decision around the level of vulnerability in a case; we considered the level recorded to be inaccurate in 11 cases, which is unsatisfactory.	<ul style="list-style-type: none"> • Gangs <p>ii. Need to produce a large poster which lists most of the areas of vulnerability experienced by a young person.</p> <p>iii. Management oversight to take learning from PRAISE.</p>			
<p>KF – 3</p> <p>EF – 3</p>	<p>The quality of planning at the start of the sentence for work in the community to address safeguarding and vulnerability was poor.</p> <p>There was a need for more careful planning to address safeguarding in relation to a range of areas; emotional or mental health, employment training or education (ETE), substance misuse, and family and accommodation issues. We noted that the YOT's health workers were not asked to contribute to the planning process, even in cases where they would be asked to deliver interventions. YOT plans did not take sufficient account of the emotional impact on children and young people of being in care and, as recognised by YOT management, there was still more to be done in making sure that 'other people's plans are [reflected] in our plans'.</p>	Ops Manager/ Senior Practitioner: Assessment training for all Case Managers. Group and online modules in YJILS.	March '16	YOT Health Nurse to record discussions/ interventions in ChildView case management system.	GREEN

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KF - 4 EF - 4	Assessments and plans were not reviewed well enough often enough. Assessments and plans were often copied at review stage with little update. There was too little thought given to the progress made and changing needs of children and young people in regards to, for instance, health outcomes.	Ops Managers: Training for all case managers. PRAISE will be amended/ updated to reflect this aspect.	Aug '15	<ul style="list-style-type: none"> Staff have been advised to use "updated date" and to mark no change if there have been none. Q&A by Ops Manager/ Senior Practitioner. 	GREEN
EF - 8	The YOT should beware that in a small number of cases the focus on protecting the child or young person detracted attention from public protection, so that important work to minimise risk of harm to others was postponed, sometimes indefinitely.	Ops Managers: Staff awareness.	Sep '15	<ul style="list-style-type: none"> Safeguarding poster/ aide memoire updated and recirculated to all June 2015. Senior Practitioner / Ops Manager monitoring. 	GREEN
THEME 4: ENSURING THAT THE SENTENCE IS SERVED					
EF - 3	Some of the children and young people providing us with feedback advised that they would have benefited from more support and information from the YOT at the beginning of their orders rather than having to rely on their parents/carers to understand what was happening after sentence.	Need to review post court methods of communication – ensure service users are given overview of YOT e.g. RYS website.	Dec '15	Intranet to include crucial info e.g. Legal Highs.	GREEN
THEME 5: GOVERNANCE AND PARTNERSHIPS					

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EF – 1.5	The YOT Management Board was not a priority for some partners who did not consistently attend but relied on feedback at other meetings. As such, key negotiations often took place outside the YOT Board arena and it was not clear what value the Board added to the YOT.	Chair of YOT Board to ensure Board membership consists of most appropriate partners in terms of seniority and ability to challenge and scrutinise the YOT.	Aug '15	Review carried out and ongoing.	GREEN
KF - 5 EF – 2.3	Effective partnership working was linked to the strength of relationships rather than sound partnership agreements, systems and guidance. However, effective joined up working was often linked to the strength of relationships between practitioners or management. There was a need for more formal, up to date, partnership arrangements and guidance in order to ensure consistency and help sustain implied practice.	Re: the Swindon YOT Partnership Agreement – In future this will incorporate a declaration of commitment to be signed by all Board Members; statutory partners and associate members.	Created July '15	Completed.	GREEN
EF – 2.7	The YOT did not participate in the 6-weekly child protection leads' meetings. This could be a missed opportunity to strengthen the YOT's engagement with, and contribution, to the safeguarding agenda.	The Service Manager will progress, with YOT Operational Managers to attend future meetings.	Wef Jun '15	YOT now participating.	GREEN

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EF – 2.8	There was no effective system in place for ensuring the YOT received a complete picture of children and young people coming to the notice of the police. However, information relating to other children and young people was entered into YOT's computer information system without analysis of trends. This could be a lost opportunity to help positively influence the level of First Time Entrants' to the youth justice system.	YOT Police Officers to provide daily intel reports and briefs; to be accompanied by dissemination of 'vulnerable and missing' data and other relevant information.	June '15	Ongoing and daily.	GREEN
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