

LEEDS YOUTH JUSTICE SERVICE - PARTNERSHIP IMPROVEMENT PLAN 2019

		YJS Partnership lead for feedback
Key objective (1)	Quality of assessment and planning in out of court disposal work improved	Steve Walker
Key objective (2)	Rigorous and effective management oversight of all cases	Steve Walker
Key objective (3)	Assessment of risk of harm to others analytical and robust, drawing key information together, with the quality of risk planning and reviewing improved	Steve Walker
Key objective (4)	Reduced barriers to delivering safeguarding and educational services to children and young people in the justice system	Steve Walker
Key objective (5)	Youth Justice Partnership have a clear overview of practice	Steve Walker
Key objective (6)	Improved attendance at Youth Justice Partnership meetings	Steve Walker

IMPROVEMENT PLAN

Key objective (1)	Quality of assessment and planning in out of court disposal work improved			
Supporting / linked objectives	<ul style="list-style-type: none"> • Rigorous and effective management oversight of all cases • Assessment of risk of harm to others analytical and robust, drawing key information together, with the quality of risk planning and reviewing improved 			
Action	Action owner	Progress / support required / decision required	Due by	Status
Training for all staff and managers in assessment and analysis	Andy Peaden	Recently retired lead inspector from HMIP Ian Menary commissioned to deliver targeted assessment and analysis training, based on feedback from HMIP	Staff training booked for 2 nd , 8 th , 9 th , 10 th October and 12 th November	Closed
Youth Panel assessments (LARPs) gatekept by managers	Rebecca Gilmour	All LARPs are now gatekept by a member of the YJS management team. In addition, the panel chair gives feedback on the quality of the assessment report to the report writer and their manager.	Completed though ongoing	Closed
Develop tracking system to monitor correlation between proposal and outcome at youth panel	Lesley Schofield	Tracking system under development	September 2019	Closed
LARP template updated with revised guidance on completion for YJS staff	Rebecca Gilmour	LARP template and guidance updated with input from Ian Menary	September 2019, launched 23.10.19 at team meetings	Closed
Audit of out of court disposal casework	Andy Peaden	YJS Partnership representative working alongside a nominated YJS manager to oversee this work as part of National Standards audit. (nominated 3 rd October)	To be completed by end April 2020	Open

Key objective (2)	Rigorous and effective management oversight of all cases			
Supporting / linked objectives	<ul style="list-style-type: none"> • Quality of assessment and planning in out of court disposal work improved • Assessment of risk of harm to others analytical and robust, drawing key information together, with the quality of risk planning and reviewing improved 			
Action	Action owner	Progress / support required / decision required	Due by	Status
Sample of out of court disposal outcomes, LARPs and police information subject to monthly scrutiny by YJS and police managers	Rebecca Gilmour	Scrutiny sessions have taken place in July and August 2019, with further monthly meetings scheduled. Feedback given to staff.	Completed but ongoing	Closed
Recruit additional practice manager to add to management team capacity	Andy Peaden	Recruitment process ongoing. Interviews 8 th October and preferred candidate identified.	September 2019	Closed
Training for all managers with a focus on improving quality and impact of management oversight	Andy Peaden	Management oversight training commissioned from Ian Menary, recently retired lead inspector from HMIP	Training scheduled for 13th November 2019	Closed
All LARPs gatekept by YJS manager before being submitted	Andy Peaden	Gatekeeping system now in place	Completed and ongoing	Closed
External audit of out of court disposal cases will include audit of management oversight processes	Andy Peaden	YJS Partnership representative working alongside a nominated YJS manager to oversee this work as part of National Standards audit. (nominated 3 rd October)	September 2019, to be scheduled for March 2019	Open

Key objective (3)	Assessment of risk of serious harm to others is analytical and robust, drawing key information together, with the quality of risk planning and reviewing improved			
Supporting / linked objectives	<ul style="list-style-type: none"> • Quality of assessment and planning in out of court disposal work improved • Rigorous and effective management oversight of all cases • Reduced barriers to delivering safeguarding and educational services to children and young people in the justice system 			
Action	Action owner	Progress / support required / decision required	Due by	Status
Training for all YJS staff on quality of risk assessment, planning and reviewing	Andy Peaden	This training will be scheduled for January 2020 following the broader assessment training to be delivered by Ian Menary. It is likely to be designed and delivered in-house, following consultation with other YOTs.	September 2019	Closed
Embed formulation as a mechanism to analyse risk and to draw key information together	Karen Fawcett	Embedded CAMHS nurses delivering formulation for high risk and 'stuck' cases. Key practitioners have attended ReThink sessions and facilitation training. Formulation principles now routinely used within the Service. Scale of formulation meetings increasing.	Completed but ongoing	Closed
Review of risk management panel system	Rebecca Gilmour	Review underway. Proposal discussed by YJS Partnership on 3.11.19 and accepted in principle. New model based on Sheffield's MARP system.	September 2019	Open
Review and revise risk panel policy and paperwork	Rebecca Gilmour	Visit to and adoption of system being used in Sheffield YJS	September 2019 / October 2019	Open

Refresher training for YJS staff and managers on completion of Assetplus assessment tool	Lesley Schofield	Silverbullet training specialises in this field. YJS managers booked for training in Feb 2020, to be cascaded to practitioners thereafter.	September 2019	Open
External audit of risk management in of statutory cases	Andy Peaden	YJS Partnership representative working alongside a nominated YJS manager to oversee this work as part of National Standards audit. (nominated 3 rd October)	To be completed by end April 2020	Open

Key objective (4)	Reduced barriers to delivering safeguarding and educational services for children and young people in the justice system			
Supporting / linked objectives	<ul style="list-style-type: none"> Youth Justice Partnership have clear overview of practice 			
Action	Action owner	Progress / support required / decision required	Due by	Status
Proactive use of LSCP's escalation processes	Andy Peaden	Conversations ongoing between YJS and external partners to ensure appropriate support is in place for individual young people. Formulation and proposed new risk panel system should provide forums for joint planning and decision making	September 2019 and ongoing	Open
CSWS representative on Leeds Youth Panel	Joel Hanna	Suitable individual at management level to be identified	September 2019	Open
Monthly multi-agency meetings to address barriers for children missing out on education, with tracking of cases needing to be escalated	Jenny Bright	YJS Missing Out on Education meetings ongoing. Systems not yet fully functional due to lack of education officer time (one officer seconded out; another on long term sick). DDR	September 2019 and ongoing	Open

		submitted to backfill. Anticipated that full multi-agency system will be up and running by the end of the year.		
Management audit on young people with SEND	Lesley Schofield	Audit scheduled for 26 th November 2019	September 2019	Open
Themed YJS Partnership meeting to focus on reducing barriers to educational services for children and young people in the justice system.	Andy Peaden	Meeting scheduled for 23 rd April 2020	September 2019	Open

Key objective (5)	Youth Justice Partnership have clear overview of practice			
Supporting / linked objectives	<ul style="list-style-type: none"> Improved attendance at Youth Justice Partnership meetings 			
Action	Action owner	Progress / support required / decision required	Due by	Status
Quarterly reporting to the YJS Partnership of progress against actions and outcomes in relation to this action plan	Andy Peaden	First quarterly report on progress submitted 3 rd October.	September 2019 and ongoing	Closed
Partnership overview of National Standards Audit self-assessment	Andy Peaden	Named Partnership members lead National Standards audit, alongside lead manager from YJS	September 2019 and due for completion by end April 2020	Open

Themed sections of YJS Partnership meetings to include attendance by relevant YJS staff and lead YJS manager	Andy Peaden	Themes agreed at Partnership meeting on 3 rd October and relevant staff invited thereafter for this specific section of the meeting. Meetings scheduled for an additional half an hour from January 2020	September 2019	Open
Review Partnership terms of reference	Andy Peaden	Scheduled for January 23 rd 2020	September 2019	Open
Review performance information provided to YJS Partnership meetings	Andy Peaden	Scheduled as part of TOR review on January 23 rd 2020		Open

Key objective (5)	Improved attendance at YJS Partnership meetings			
Supporting / linked objectives	<ul style="list-style-type: none"> YJS Partnership have a clear overview of practice 			
Action	Action owner	Progress / support required / decision required	Due by	Status
Register kept and reported upon	Andy Peaden	Partners not attending / sending deputies will be individually contacted to encourage future attendance.	September 2019	Open
Partnership membership to be reviewed on an annual basis	Andy Peaden	To be completed alongside review of terms of reference	September 2019	Open

Appendix 2

YJS Partnership Members

Chair			
Steve	Walker	Director of Children's Service	LCC
Deputy Chair			
Joel	Hanna	Head of Service for Looked After Children	LCC
Alice	Knight	Leeds Court Manager	National Probation Service
Andrew	Dickinson	Governor	HMYOI Wetherby
Andy	Peaden	Head of Youth Justice Service	Youth Justice Service
Christine	Mulherin	Legal Advisor	Leeds Magistrates Court
Cllr Fiona	Venner	Executive Member for Children & Families	LCC
Francis	N'Jie	Service Manager (Secure Accommodation)	Adel Beck Children's Home
Harvinder	Saimbhi	Head of Operational Delivery for ASB and Security Services	LCC
Helen	Hart	Operations Director	Barca
Jennifer	Anderson	Performance & Intelligence Support Officer	LCC
Joanne	Sykes	Resettlement Consortium Manager	LCC
Joedy	Greenhough	Performance and Intelligence Manager	LCC
John	Hazlegreaves	Finance and Resource Manager	Youth Justice Service
Karen	Jessup	Principal Educational Psychologist	LCC
Karen	Townend	Head of Operations/ Community Director	Interserve
Kate	Burns	Service Manager	CAMHS
Lisa	Martin	Programme Performance Manager	LCC
Max	Lanfranchi	Head of National Probation Service	NPS
Rebecca	Gilmour	Deputy Service Manager	Youth Justice Service
Richard	Padwell	Chief Inspector	West Yorkshire Police
Dr Sam	Lewis	Lecturer in Criminology and Criminal Justice, School of Law	Leeds University
Victoria	Fuggles	Youth Offer Quality Assurance Lead	LCC