



ISLINGTON

# YOS Improvement Plan

## April 2018

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The previous improvement plan focused on the key areas that had been identified as being integral to the Youth Offending Service's Improvement. In order to improve the trajectory of the Youth Offending Service, and the outcomes for young people and children it is working with, seven significant objectives had been identified for targeted prioritisation in 2017/18:

1. Assessments
2. Planning
3. Interventions
4. Supervision and Engagement
5. Workforce Development
6. Partnership Working and Governance which includes:
  - The Youth Justice Services Management Board (YJSMB), Police, Education (Training and Employment), Courts, Children's Social Care/Safeguarding and Family Support, Health, Anti-Social Behaviour team and Housing.
7. Service User Feedback

This new Improvement Plan still captures the priorities, which are aforementioned. However, as many of the previous objectives have now been achieved, the number of objectives have been reduced and have been placed into categories which fit the domains of the new inspection framework which has been launched by Her Majesty's Inspectorate of Probation in May 2018.

What we want to do	How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG	
			Update	Update notes		
<b>1. Organisation Delivery</b>						
<b>1.1 Governance and Leadership</b>						
The Governance of the YOT supports and promotes the delivery of high-quality, personalised and responsive service for all children and young people.						
1.1.1	Review membership of the YJSMB	The current attendee list will be reviewed to ensure that all members are relevant and representative of the group required.	Laura Eden/ Curtis Ashton	July 18	This will help the Board to continue to strengthen the youth crime strategy and reduce youth violence in the borough. This target is partially completed and additional members have been invited to future board meetings. A particular focus is in relation to strengthening the ETE offer.	G
1.1.2	Ensure that all of the priorities agreed at the YJSMB Away Day (2018) are cascaded and put into a work plan	The priorities that were agreed for the year ahead will be RAG-rated into an action plan that will be distributed to members of the Board	Curtis Ashton/ Laura Eden	July 18	The away day took place in April 18 and key priorities were set.	G
1.1.3	Ensure that there is regular service user participation and contributions at the Board	Representatives from the service user forums that have been facilitated within the YOS will be invited to the Board to deliver presentations and updates about their views	Curtis Ashton	July 18	Capturing the voice of young people is essential when directing services for them and when planning for complex areas such as youth crime. Work has been	G

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 G – Ongoing/Achieved

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					underway in relation to user voice for a number of months. The first group of young people will be present at July 2018 meeting.	
<b>1.2 Workforce and Quality Assurance</b> Staff within the YOT deliver a high-quality, personalised and responsive service for all children and young people.						
1.2.1	Devise an action plan from the staff survey	Feedback from the recent staff survey will be collated and an action plan produced to tackle the issues raised.	Curtis Ashton	Sept 18	Staff will have their views listened to which will both increase morale and efficiency and the quality of the service delivered.  Staff report feeling more satisfied at the current time.	
1.2.2	Caseload weighting tool to be reviewed at management meetings	The Performance Team will produce a report that contextualises cases	Marnie Caton	June 18	This has been actioned and assists with the allocation of cases within the team and with the monitoring of caseloads for staff.	
1.2.3	A workforce development offer to be launched for staff which embodies evidence-based and	A offer encompassing staff training needs will be co-ordinated into an overarching plan	Curtis Ashton	July 18	This has been completed and outlines a detailed plan for the	

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	best-practice models in work with young people and their families.				<p>team which will enhance their work with young people.</p> <p>Staff are all being trained in Trauma Informed Practice on 11<sup>th</sup> July 2018. Staff receive group clinical supervision which will embed the learning and model.</p>	
1.2.4	Staff to consistently receive monthly supervision that is reflective.	<p>TM oversight to increase in terms of offering reflective supervision on complex cases to DTM and this to be recorded on children's case files.</p> <p>Each young person's case file to evidence monthly supervision and quarterly in depth reflective supervision or more frequent when needed</p>	<p>Jane Bennett/Charlotte Matthews</p> <p>Simon White</p> <p>Helena Shine</p> <p>Valerija Pupkevich</p> <p>Shelley Holsgrove</p> <p>Zoe Adamson</p> <p>YOS managers</p>	July 18/Ongoing	Managers are able to support staff and the young people through this approach. Sessions are more reflective and outcomes-focussed leading to better quality work with young people and their families and sustained change.	
1.2.5	Further enhance Quality Assurance mechanisms	<p>Review and update the Quality assurance framework, to include Practice Week and evidence based Practice Models.</p> <p>Scrutinise findings from Quality Assurance activities in management meetings, create and implement necessary action plans</p>	<p>Jane Bennett/Charlotte Matthews</p> <p>Simon White</p> <p>Helena Shine</p> <p>Valerija Pupkevich</p> <p>Shelley Holsgrove</p> <p>Zoe Adamson</p>	July 18	The quality of practice is improving, in part due to these systems. Practice week was undertaken and another one will be scheduled for 1 <sup>st</sup> October 2018. Management meeting	

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		OOCD scrutiny panel to be implemented	YOS managers  Curtis Ashton Matt Duggan	June 18	scrutinise QA activity monthly  The first scrutiny panel concluded that there was good practice taking place in 7 out of the 10 cases. Further analysis of the process is required in order to ensure that the good practice is embedded.	
<b>1.3 Multi Agency Partnerships</b> A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children and young people.						
Education						
1.3.1	Enhance the strategy to reduce the numbers of YOS and TYS disengaged from ETE through the identification of apprenticeships and other ETE opportunities.	All young people open to YOS to be allocated to the appropriate ETE specialist.  Working group to be established to identify more opportunities.	Andrea Stark Curtis Ashton Nicky Freeling Lorraine Blythe Nicole Antoine	September 18	A working group has been established with partners in the Employment, Skills and Culture department to progress this. Work is underway to establish pathways in construction, motor mechanics.	
1.3.2	Strategy to be developed which focuses on ETE participation for the persistent and high risk cohort including those due for release from custody	Project to be launched which focusses securing and sustaining some of the highest risk offenders in ETE. Funding to be secured to	Andrea Stark Curtis Ashton Nicky Freeling	September 18	This has been launched to get the most vulnerable cohort of YOS offenders into ETE. Funding has been	

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		pay the young people an allowance.	Lorraine Blythe Nicole Antoine		secured from S.106 to support this. A new Keeping Young People Engaged post will be created for the YOS.	G
1.3.3	All YOS young people to receive an educational assessment from the appropriate worker	The YOS caseload list will be used to ensure that all young people have been screened and referred to the appropriate worker	Jane Bennett/Charlotte Matthews Simon White Helena Shine Valerija Pupkevich Shelley Holsgrove Zoe Adamson YOS officers/workers Dean Ryan	July 18	There is now a firm and robust offer for the cohort to support the assessment of cognitive impairment and other issues. The Educational Psychologist commenced in June and the I-Work Coach commenced in March.	G
1.3.4	Identification of additional and more suitable Alternative Provision places	A project will be launched which sources and identifies additional AP places, including those which are out of borough	Candy Holder Curtis Ashton	September 18	There has been progress in this area, but there are still access and safety issues with some young people that is adversely impacting on their educational attainment.	A
Social Care						
1.3.5	Promote the work of the teams, including attendance at specific team meetings	YOS managers will attend Social Care team meetings at regular intervals	Curtis Ashton Jane Bennett/Charlotte Matthews	July 18	A number of meetings have taken place thus	G

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			Simon White Helena Shine Valerija Pupkevich Shelley Holsgrove Zoe Adamson YOS managers		far this year, with more of these being planned.	
1.3.6	Continue to gain expert advice from Safeguarding Leads to enhance practice of staff and the protection of young people.	Review Safeguarding Surgery	Laura Eden Curtis Ashton	September 18	This is another mechanism to keep young people protected and safe. The surgery commenced in January 2018 and enables staff to refer cases they are concerned about. The surgery is also used as a quality assurance mechanism. Staff report they are feeling more confident with safeguarding risks and staff have been able to challenge partners on particular cases of concern.	
1.3.7	Create further join up in the planning and reflecting for young people know to YOS and CSC	Joint Supervision to take place between Social Care and YOS for all YOS cases which are CLA, CP and CIN	Karen Gibbings Mel Davies Curtis Ashton	July 18	These have commenced for all YOS cases and staff are reporting that it is helping them to further	

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		The weekly YOS/CLA/CP/CIN list will be used to ensure that all cases receive this. A log will be kept to track completion.			enhance the quality of the service that is being provided to young people by both services.	
1.3.8	Ensure that service provision and outcomes for the most complex young people are of the highest quality.	Introduce specific Quality Assurance activity for children known to both YOS and CLA Cases which are CLA and open to the YOS are to be audited on a bi-monthly basis	Karen Gibbings Zoe Adamson Brenda Hutchinson - Amisi Catherine Isaacs	July 18	These have commenced and are helping to enhance practice within our Corporate Parent remit.	
1.3.9	Review the Placement offer for young people who are remanded to Local Authority Care or who are Looked After and offend.	Placements Review to take place for YOS CLA cohort (as part of wider placement review). Project to be launched that reviews placement stability and explores the commissioning of other placements for young people with multiple, complex needs	Finola Culbert Karen Gibbings	September 18	Young people will have a placement that is better able to meet their needs and more likely to reduce their offending behaviour.  The Director of Safeguarding and Family Support chaired a meeting regarding this strategy/process on 03.05.18 and further work is planned.	
Police						
1.3.10	The protocol between the Police and the YOS to be reviewed and updated where required	Senior Police Officers and YOS Head of Service to review the content and update where appropriate	Matthew Duggan Curtis Ashton Caroline Haines	July 18	To keep the public safe, the protocol is reviewed at regular intervals to reflect	

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					changes in practice and local trends.	
1.3.11	Police representation and contributions to be continued with in respect of MARP and OOC panel	Ensuring that there is continuous police representation at the panels Strengthening risk management processes	Matthew Duggan David Toyloy Sakira Suzia	July 18	Police representation and contributions are strong and significant and help to manage the risk posed by the cohort.	
1.3.12	Police attached to the YOS to be Trauma Informed in their thinking regarding adolescents	Provide Trauma informed training	Curtis Ashton	July 2018	David has completed his training, Sakira is booked on 11 <sup>th</sup> and 12 <sup>th</sup> July.	
Courts						
1.3.12	Feedback form to be introduced to magistrates in relation to Pre-Sentence Reports (PSRs), especially for cases which are at risk of a custodial sentence	Introduce the feedback form for every case which was piloted in 2017 and ensure that it is attached to Pre-Sentence Reports	Simon White Shelley Holsgrove	July 18	In order to improve and maintain the quality of PSRs, this is to be attached to all reports from July onwards and feedback collated and relayed to the team.	
1.3.13	Develop a deeper understanding of roles and develop the relationship with the court to improve confidence in YOS.	Promote the work of the YOS and partner agencies by holding another Open Evening for Magistrates	Curtis Ashton	April 18	Open Evening took place which has further enhanced the relationship and improved confidence, evidenced by court disposals	
1.3.14	Ensure that sentencing is fair and take measures to monitor	Tracker of custodial sentences to be held with details pertaining to	Simon White	July 18	At the time of writing, 80% of Islington young	

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	the sentencing of BAME young people	<p>offence, race and name of magistrate recorded</p> <p>Spreadsheet to be kept and updated on a weekly basis which details child-level data and sentencing outcomes</p>	<p>Valerija Pupkevich</p> <p>Bradley Smith</p>		<p>people in custody are from a BAME background. These measures to measure congruence are significant following the Lammy review and the disproportionality events/forums which have taken place in recent times. This will give the issue a more local focus and analytical approach.</p>	A
<b>Health</b>						
<b>1.3.13</b>	Understand the emotional, mental health, substance misuse, physical issues or speech and language issues for all our young people and ensure appropriate referrals made and services in place	Compulsory screening to be used for all young people e.g. worked with via the Asset plus and identification of services needed to address issues and ways of working	<p>Jane Bennett/Charlotte Matthews</p> <p>Simon White</p> <p>Helena Shine</p> <p>Valerija Pupkevich</p> <p>Shelley Holsgrove</p> <p>Zoe Adamson</p> <p>YOS managers</p> <p>YOS Officers</p>	July 18	There has been improvement in the numbers of young people referred to all the health experts within YOS. The health offer continues to be robust and well-used.	G
<b>1.3.14</b>	Additional scrutiny at managerial level to ensure that young people had their health	Bi-Monthly health professionals network meeting to take place to review the offer available to eligible young people and to	<p>Curtis Ashton</p> <p>Jane Bennett/Charlotte Matthews</p>	July 18	The meeting takes place every other month to review the quality of the offer	G

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	needs identified and responded to appropriately	evaluate referral rates and outcomes				
<b>1.4 Information and facilities</b> Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all children and young people.						
1.4.1	YOS Policies and Procedures to be updated	Review and update all relevant policies and documents	Laura Eden Curtis Ashton Jane Bennett/Charlotte Matthews	September 18	This is in the process of being completed.	
1.4.2	Service Level Agreements and Protocols to be reviewed	Review and update all relevant protocols and SLAs	Curtis Ashton Laura Eden Jane Bennett/Charlotte Matthews	September 18	This is in the process of being completed.	
1.4.3	More alternative venues to be produced and circulated to staff so young people can be seen in the most appropriate place	List of all suitable and safe venues for young people to be collated.  Further approach Sobell Leisure Centre	YOS managers  Laura Eden	September 18	Staff are being supportive to young people by seeing them in alternative venues to guarantee their safety (due to postcode or gang issues). Further venues are being identified.	
1.4.4	Ensure the child's data base system is more effectively	Co-ordinate a workshop for all relevant professionals	Marnie Caton Bradley Smith	June 18	This has taken place in order to monitor the Child View database	

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	utilised and data can be collated readily			and maximise its use and efficacy.		
1.4.5	To evaluate young people's health outcomes and the service they received	Implement Peer Power project Produce the work plan for the project from a health outcome focussed perspective	Sheron Hoskings Curtis Ashton	September 18	The project plan has been written and the project will be commencing by September 2018.	

## 2. Court Disposals

### 2.1 Assessment

Assessment is well-informed, analytical and personalised, actively involving the child or young person, their parents/carers and significant others.

2.1.1	Asset Plus assessments, pertaining to young people being worked with continue to be of the highest quality	Caseworkers and managers to ensure that all assessments capture the factors that can led to desistance	Jane Bennett/Charlotte Matthews Simon White Helena Shine Valerija Pupkevich Shelley Holsgrove Zoe Adamson YOS managers YOS Officers	July 18/Ongoing	Internal and external audits have identified the quality of some assessments as good, but this needs to improve further still to ensure that all important areas pertaining to the needs of the young person are captured.  Quality, accurate assessments of young people will lead to better tailored plans and an increased likelihood of achieving desired outcomes.	
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	<b>2.1.2</b>	Dynamic and continually reviewed assessments for young people which change as their needs and risks change.	Continue to complete the Asset Plus assessment at least every six months for Youth Rehabilitation Order cases and DTO licences and a new assessment to be completed for every case where there has been a significant event  Worker and managers to ensure that assessment focusses on young person's needs from a strengths-based approach and from the perspective of the victim/community  Significant attention to be given to the young person's safety and well-being and risk level  Management oversight processes will ensure that review assessments are completed where required	Jane Bennett/Charlotte Matthews  Simon White  Helena Shine  Valerija Pupkevich  Shelley Holsgrove  Zoe Adamson  YOS managers  YOS Officers	July 18/Ongoing	Continuous assessment captures changes in the young person's circumstances which means services are better tailored to the current needs and risks. Review Numbers are not as high as they should be due to the time-consuming nature of Asset plus.  In order to protect the safety of the young person, this is a significant part of the assessment which has to be countersigned by managers. Managers are very robust in their QA of this part.	G
	<b>2.2 Planning</b> Planning is driven by the assessment, holistic and personalised, actively involving the child or young person, their parents/carers and significant others.						
	<b>2.2.1</b>	Workshops to be delivered to caseworkers and managers to strengthen the quality of plans	SMART Planning workshop to take place delivered by former HMIP inspectors followed by one to one sessions with workers  Create a Good Practice folder	Curtis Ashton          Amanda Grey/Curtis Ashton	April and July 18          September 2018	This took place in April 18. The lead facilitator has met with managers in June/July 18 to strengthen their oversight of this area.	G

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		Feedback to all managers and practitioners the outcome of their audits and the lessons to learn to improve SMART plans for young people	Curtis Ashton	May 2018	Staff received feedback on their audits of their plans	
<b>2.3 Implementation and delivery</b> High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.						
2.3.1	A wide range of interventions are utilised to enhance the likelihood of young people changing and reduce offending behaviour	Interventions Review Task and Finish group to commence	Catherine Briody Curtis Ashton	July 18	Several groups have taken place to enhance the interventions across the service. Excellent tools are being used across some of the service. The Safety Box is now being commissioned and more Street Doctors places.	
2.3.2	A range of reparation and unpaid work opportunities to be created which enable young people who have offended to repair the harm they have caused to the community (whilst learning new skills in the process)	Identify new projects, charities and organisations that can be used as reparation projects for young people being worked with	Natalie Cameron Helena Shine Nicole Antoine Tom Fraser	July 18	To reduce the re-offending rates and improve restorative justice principles, a range of programmes have been identified by the Prevention and Specialist Officer, including schemes to support charities, and has been circulated to the team.	

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2.3	2.3.3	To ensure that the intervention provided is tailored to young people's specific learning styles.	Learning style questionnaires to be completed for 100% young people prior to the commencement of their order	Jane Bennett/Charlotte Matthews Simon White Helena Shine Valerija Pupkevich Shelley Holsgrove Zoe Adamson YOS managers YOS Officers	July 18	In order to help with maximising engagement, the importance to the team of using this has been identified in internal and external audits.	G
	2.3.4	Ensure that victims of crime are involved in decisions about actions to be taken, and given the opportunity to engage in restorative processes	Police and YOS Victims/Restorative Justice worker to ensure that victims are contacted as early on in the process as possible (to maximise engagement)  Design a leaflet for all victims  More direct mediation sessions to take place between the offender and the victim.	Tom Fraser Helena Shine Matthew Duggan David Toyloy Sakira Suzia	July 18	All victims are being contacted and a leaflet has been designed to send to them in order to maximise engagement and the use of restorative justice approaches.  Take up for direct mediation services has not been achieved and we are in the process of exploring other ways e.g. staff in the council who have been a victim	G
	2.3.5	Develop services that take into consideration the needs of the disproportionate number of	Explore best-practice examples that have benefitted BAME young people in other local areas	Curtis Ashton Catherine Briody	Sept 18	To address the over-representation of BAME young people,	A

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	BAME young people who are involved in offending in the borough or on the periphery of offending				the interventions review is also looking to capture interventions that are proved to be effective with the cohort.	
2.3.6	Consider the impact and well-being of females carrying drugs and/or weapons in the offer to young people entering the YOS	Exploring this assertion with young women and men who are being worked with	YOS managers YOS Officers Raj Jalota/Natalie Cameron	October 2018	This will be discussed in the participation group of young people and beyond (e.g. in one to one sessions with young people)	
2.3.7	Carry out work to understand the impact on 'snitching' on the young person	Explore this issue with the YOS cohort	YOS managers YOS Officers Raj Jalota/Natalie Cameron	October 2018	This will also be discussed in the participation group of young people and beyond (e.g. in one to one sessions with young people)	
<b>2.4 Reviewing</b> Reviewing of progress is well-informed, analytical and personalised, actively involving the child or young person, their parents/carers and significant others.						
2.4.1	Ensure that every young person's plan and intervention is reviewed regularly so their needs are best met and the risks reduced	Caseworker to review key targets with young person and reinforce progress and areas for improvement  Monthly reviews to take place with young person/carers  80% of review meetings taking place at least every three months	Jane Bennett/Charlotte Matthews  Simon White  Helena Shine  Valerija Pupkevich  Shelley Holsgrove  Zoe Adamson	May 18	This has been introduced in order to help young people understand what areas they have improved in and those which they need to prioritise.  Practice Week did not identify that cases	

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			YOS managers YOS Officers  Curtis Ashton	May 18	weren't being reviewed, this needs to be triangulated with further case file auditing	G	
	2.4.2	Young people to be offered the opportunity to have a service following the conclusion of their order	100% of cases to have a clear exit plan, which is recorded in Asset Plus (Pathways and Planning) and involves the young person's input. This target is linked to the planning and conclusion meetings objective  Data reporting to be completed for step downs	Jane Bennett/Charlotte Matthews Simon White Helena Shine Valerija Pupkevich Shelley Holsgrove Zoe Adamson YOS managers YOS Officers  Marnie Caton Bradley Smith	May 18	When an order is concluding, a step-down meeting is now compulsory to ensure that the young person still has support when required.  Data reporting has been delayed	R
	2.4.3	To ensure that young people who receive a Referral order,	Review of Referral Orders to take place to assess timescales and quality	YOS Officers YOS Managers	September 18	This is to ensure that timescales and quality	G

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	receive intervention as swiftly as possible				of service has been maintained.	
2.4.4	Service User mechanisms to be developed in order to elicit feedback from service users about the quality of service provision	A regular YOS participation Board is to be developed which will strengthen the YOS's user voice systems	Natalie Cameron Raj Jalota Curtis Ashton	July 18	The first Board took place in July 18 and was attended by a number of young people. The feedback from young people was collated and presented to YOS staff and senior officers.	

### 3. Out of Court Disposals

#### 3.1 Assessment

Assessment is well-informed, analytical and personalised, actively involving the child or young person, their parents/carers and significant others.

3.1.1	Ensure that all relevant young people have had an Asset Plus assessment completed, which focuses on safeguarding, risk management and desistance	Moving from the local assessment to Asset plus permanently	Helena Shine Natalie Cameron YOS managers YOS Officers	July 18/Ongoing	The local assessment tool was designed for use with OoCD cases in June 17 has been discontinued. All OoC cases are now assessed by using Asset plus in order to gain a richer picture of the young person's needs	
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#### 3.2 Planning

Planning is driven by assessment, holistic and personalised, actively involving the child or young person, their parents/carers and significant others.

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3.2.1	100% of cases to have SMART objectives set with clear and concise target dates	<p>Pathways and Planning part of Asset plus to be completed in a child-focussed and friendly way.</p> <p>The plan will be discussed with the young person and their carer in an initial planning meeting.</p>	<p>Jane Bennett/Charlotte Matthews</p> <p>Helena Shine</p> <p>Simon White</p> <p>Natalie Cameron</p> <p>Valerija Pupkevich</p> <p>Shelley Holsgrove</p> <p>Zoe Adamson</p> <p>YOS managers</p> <p>YOS Officers</p>	July 18/Ongoing	Caseworkers and managers have received external training in relation to SMART planning. The quality of plans is improving across the service, but there is more to do to make this consistent as has been identified by dip-sampling.	G
<p><b>3.3 Implementation and delivery</b></p> <p>High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.</p>						
3.3.1	Assess the previous level of satisfaction with OoC disposals from a service users perspective	Contact past service users via questionnaire and/or home visit	<p>Natalie Cameron</p> <p>Raj Jalota</p>	September 18	We have commenced service user forums in the YOS based on current service users. Securing feedback from young people who have received an intervention in the (recent) past is also significant.	G
3.3.2	Specific and tailored programmes to be developed for OOC disposals	Ensure that the interventions review also focuses on the establishment of programmes for the OOC cohort	<p>Catherine Briody</p> <p>Curtis Ashton</p>	July 18	The interventions review will ensure that there are short and effective interventions available.	G

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What we want to do		How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG
				Update	Update notes	
3.3.3	Ensure that victims of crime are involved in decisions about actions to be taken, and given the opportunity to engage in restorative processes	Police and YOS Victims/Restorative Justice worker to ensure that victims are contacted as early on in the process as possible (to maximise engagement)	Tom Fraser Helena Shine Matthew Duggan David Toyloy Sakira Suzia	May 18	Where the focus was previously on statutory orders, we have concluded that maximising victim participation is essential to preventing further offending in young people. Victims for the OOC process are also now being contacted and a leaflet has been designed to send to them in order to maximise engagement and the use of restorative justice approaches.	G
<b>3.4 Joint working</b> Joint working with the police supports the delivery of high-quality, personalised and coordinated services						
3.4.1	Joint audits of some OOC disposals to take place with the Police	Ensure that a % of cases that have not been selected for scrutiny panel, or where a 1 was not achieved are jointly audited by YOS and Police to assess quality and impact	Curtis Ashton Matthew Duggan	September 18	This will soon be launched in order to help enhance the quality of service provided to the young people at this pre-court stage.	G

 R – Not achieved  
 A – Delayed but plans in place to correct/In progress  
 G – Ongoing/Achieved

What we want to do			How we intend to achieve it	Who will lead on it	Timescale	Outcomes/Impact	RAG	
					Update	Update notes		
		3.4.2	Pre-Court Panel to be reviewed	Review of the membership and outcomes to see if any improvements are required  Panel to review young people who receive No Further Action to identify what services may need to be put in place	Curtis Ashton Helena Shine Matthew Duggan	July 18	The membership was recently expanded to include Victims worker and Restorative Justice. No Further Action cases are now considered and discussed at Panel as a matter of routine.	