

YOT

YOUTH JUSTICE STRATEGIC PLAN
ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD
2015/16



INTRODUCTION

The main aim of Windsor and Maidenhead Youth Offending Team (YOT) is to prevent and reduce offending (Crime and Disorder Act 1998 s37). Windsor and Maidenhead Youth Offending Team is a multi-agency team bringing together Police, Social Care, Specialist Services, Health, Education and Substance Misuse to ensure the needs of the young people aged 8-18 years in the Borough are met by providing a holistic and needs assessed service.

In addition the YOT aims to reduce the use of custody and reduce the number of first time entrants to the Criminal Justice System, by supporting the wider Borough agenda in relation to crime reduction and safeguarding strategies. The YOT also aims to enable young people to repair harm to victims through community reparation and restorative justice and identify those young people most at risk of offending and intervene early by providing fully assessed and structured interventions, whilst safeguarding the welfare of all young people who work with the service.

Throughout YOT practice we seek to consider the individual needs of the young person, including diversity and learning styles when assessing, planning and delivering interventions, also ensuring these are carefully balanced with the needs, safety and benefits to victims of crime and the local community.

Risk and well being management are integral and ever developing areas of core YOT work, therefore the YOT and wider Local Authority is committed to ensuring staff are fully equipped with the necessary skills.

Progress against 2014/15 YOT plan

- Effective planning and implementation of Unpaid Work Order.
- Processes in place to manage transition from YOT to NPS following Probation changes.
- Specialist training delivered on speech and language needs and restorative justice.
- Regular 'slot' at team meetings to share performance information ensuring the team are aware of how YOT are performing against indicators.
- YOT Management completed reflective supervision and coaching training.
- Changes to OOCd made, for example a quarterly review meeting with Thames Valley Police Youth Justice Unit and interventions reviewed and replaced, for example to group work being offered has been replaced by one to one interventions.
- Partners are invited to YOT risk management panel meetings.

2014/15 final figures

- First Time Entrants: 2014/15 Target = 48, Outturn = 34
- Custody: 2014/15 Target = 5%, Outturn = 1.7%
- Reoffending: 2014/15 Rolling Quarterly Target = 0.9, Outturn Q1 = 0.34, Q2 = 0.43, Q3 = 0.56, Q4 = 0.62

1. RESOURCING AND VALUE FOR MONEY

The Royal Borough of Windsor and Maidenhead (RBWM) Youth Offending Team (YOT) are committed to:

- Maintaining frontline delivery and core services to young people and partners
- Ensuring young people are safeguarded and risk is managed
- Ensuring Value for Money
- Ensuring YOT staff are a confident and highly skilled workforce who are able to effectively work with the complex cases open to the YOT

RBWM YOT work with young people across the whole youth justice spectrum, both pre and post Court which includes:

- Community Resolutions
- Youth Cautions and Youth Conditional Cautions
- Community Sentences
- Custody and post custody licence

The prevention service has been reviewed and YOT now offer a programme of intervention when young people come to the attention of the Police or ASB Team, this could include at Community Resolution level or as part of an Acceptable Behaviour Contract.

Contributions differ from partner to partner. Despite a 25% reduction in funding in 2010/11, Probation has maintained the same contribution this financial year, as have the Police and Health. The Police contribution to the partnership however now comes via the Police and Crime Commissioner (PCC) and is allocated via the Local Authority Community Safety Partnership. Having a part time Police Officer and money from Probation (rather than a seconded Probation Officer) means YOT staff work hard to forge links with partner agencies to ensure a good level of multi agency work takes place.

The YOT currently has an interim structure in place in relation to ETE, to provide 1 day a week Information Advice and Guidance support, alternative avenues are being explored to ensure the statutory function of this role can be provided, with a longer term objective of recruiting to the role in partnership with Youth Services and Education Welfare Service.

In the absence of a Police Officer within the YOT, Thames Valley Police Youth Justice Unit ensure another Officer is able to deliver formal Out of Court Disposals (OCCD) and admin within that unit provide Police National Computer (PNC) checks on behalf of the YOT.

There is an emphasis on the importance of accurate and analytical assessments, as the YOT believe engaging the young person and their parents/carers at this stage in their Youth Justice journey is crucial for encouraging engagement throughout the whole process with the service. It is also vital for assessments to draw on a range of information sources and accurately analyse and draw conclusions in relation to

offending, risk and vulnerability to indicate where resources need to be targeted. It is acknowledged the key to delivering the YOTs primary function of preventing offending and reoffending is having a skilled workforce who is able to assess, plan, deliver interventions and supervise (APIS) effectively. All initial ASSETs (and ONSETs) are quality assured by a manager to ensure accuracy and consistency, this audit enables a robust plan to be put in place focussing on the relevant areas of risk.

The YOT ensure staff are therefore adequately trained (and have the opportunity to have this knowledge refreshed), by attending external and internal training, as well as being actively involved in the quality assurance processes within the team. Training in 2015/16 includes further RJ training, CSE specialist training, young people who perpetrate domestic violence training, psychological intervention training and desistance training. The YOT also access refresher Assessment Planning Intervention and Supervision training.

The YOT Management team are committed to developing the reflective supervision processes within the service over 2015/16, utilising management training which took place in 2014/15.

The YOT are also committed to enhancing staff skills in the area of Cognitive Behaviour Therapy to ensure staff are equipped to deliver appropriate interventions of a more complex nature, as this is the pattern of cases the YOT are working with, this training is due to take place in September 2015.

Again, the YOT continue to be committed to joint training through the year as the YOT believe this to be an effective way of sharing knowledge and good practice which is hugely beneficial to staff, as well as proving to be more cost effective.

The YOT are preparing for the arrival of ASSET plus and have agreed an implementation date of January-March 2016. The YOT have actively engaged with the Youth Justice Board in preparation for this. The Management Team have commenced awareness raising with staff in order to prepare them for the fundamental change in practice the new assessment tool will bring, this includes YOT Management team having completed the YJILS ASSET plus module with dates set for the team to complete this training which will include team learning and individual learning. The Berkshire YOTs are also in discussions in relation to ASSET plus shared training.

The YOT plays an active role in engaging with the Courts, this is especially important now there is reduced use of the local Court and all trials are now listed in the West of the County, on the same day as the East Youth Court sits. Strong links have been established via the Court Users group and effective plans to work together between YOTs have been established to ensure a smooth transition to the change in Court sittings.

Funding from the Police Crime Commissioner is to be passed to the YOT via the Community Safety Partnership in 2015/16, the level of funding has been minimally reduced for 2015/16.

The YOT have acknowledged service user feedback is still an area that needs to be improved, throughout 2014/15 service evaluation documents were finalised in preparation to be rolled out in 2015/16. The YOT are aware of the substantial amount of informal positive feedback and how this does reflect and inform practice change, but will be striving to formalise this throughout 2015/16

Given the changes in Probation, the YOT have been actively engaged in discussions to ensure there is clarity on what implications the changes will have on the YOT. A regular meeting is already in place between the YOT and Probation in relation to transitions, this meeting is monthly and provides a forum for any young people approaching 18 to be discussed and relevant plans made.

The YOT continue to expand the capacity of suitable Reparation Projects to meet the Service Delivery Requirements of the UPW, for which the YOT are now responsible. These include placements within, local Charity Shops, local nature reserves, local faith groups and local facilities for the elderly. Work is ongoing to expand placements further and to work on devising appropriate accreditations (using AQAs) for young people subject to UPW. The YOT are receiving valuable support from Community Wardens to supervise the reparation and UPW placements.

The YOT Nurse has worked hard to establish a fortnightly group to cultivate the YOT garden, initially this is being facilitated as a reparation project with a view to it becoming a project any young person open to the YOT can work on, with a view to it being a calm environment which will also provide the young people the skills to plant and grow produce.

Throughout 2015/16 the YOT will be reviewing the current arrangements and resources for those young people at risk of custody, namely programmes of work designed to support young people on community orders, as alternatives to custody.

The YOT volunteers are committed and dedicated group of individuals who provide excellent input to Referral Order panels and mentoring. Some volunteers are also trained to act as appropriate adults. The YOT are committed to encouraging the volunteers to support the supervision of reparation and UPW placements in 2015/16. At present there are 24 volunteers, who, on average deliver 5-6 hours per week on supporting the above tasks.

2015/16 – performance indicators

Rate of proven re-offending by young offenders in the Youth Justice System aged 10-17 – 0.75. (Quarterly target from YJB)

- **Calculation:** (no. of offences)/(no. of offenders in the cohort)
- **Explanation:** known as the frequency rate, and calculated by the YJB on a quarterly basis. This rate looks at a rolling 12 month cohort and their re-offending within 12 months of a substantive outcome. There is also a 6 month waiting period to allow for court decisions to be made following an offence.

Proportionate use of custody – 5%.

- **Calculation:** ((no. of custodial sentences)/(no. of court disposals)) x100
- **Explanation:** less than 5% of all court disposals in 2015/16 to be a custodial sentence. This indicator is very volatile due to the low number of court disposals, meaning that just one custodial sentence can have a disproportionate effect.

First-time entrants to the Youth Justice System aged 10-17 – 42

- **Explanation:** number of young people with a first pre-court or court disposal to be less than 42 in 2015/16.

% of closing interventions in suitable accommodation – 95%

- **Explanation:** Cumulative, quarterly. Considers % of all interventions (formal and informal) closing in the quarter in suitable accommodation.

% of closing interventions in full-time Education, Training or Employment – 75%

- **Explanation:** Cumulative, quarterly. Considers one disposal only per young person, and considers the latest intervention (formal or informal) closing in the cumulative period.

% of identified victims contacted – 100%. (Quarterly target from YJB)

- **Calculation:** (Number of relevant victims contacted/number of relevant victims from pre-court, community and custody interventions closing in the quarter) x100
- **Explanation:** Quarterly from the RJ return, rows G/F

The team will be engaged throughout 2015/16 in understanding the relevance of the performance targets to their particular areas of work. The YOT routinely meet these targets but it has been identified as being extremely beneficial if the team are fully aware of their role in relation to the targets to ensure the whole team continues to work towards achieving them. This also involves the YOT Management team enabling the team to see how the YOT targets and action plan relates to the wider Borough's strategic objectives.

Table 1 Services planned for 2015/16

Agency	Contribution towards staffing cost	Payments in kind	Other delegated funds	Total £ 2015/16	Total £ 2014/15
Probation	£16,106			£16,106	£16,106
Police		Seconded Officer			
Local Authority	£221440			£221440	£252650
YJB	£130763 £3241 £2000			£136004	£141,518
PCT		Seconded Nurse			
Police Crime Commissioner	£43932.71			£43932.71	£44080
TOTAL	£417482.71			£417482.71	£454353.29

Overview of programme resources:

As a multi agency team the YOT has access to and provides a wide range of services including services to meet specialist needs. These include:

- Restorative Justice conferencing and Victim Support services
- Victim awareness sessions
- Gender specific interventions (girls and boys group)
- Community reparation
- Anger management
- Parenting work – individual and group work
- Substance misuse services
- Positive activities for young people
- Healthy lifestyles input
- Early intervention and prevention programmes
- ISS programme availability
- AQA Accreditations
- Mentoring
- Education welfare services
- Anti-Social behaviour interventions
- Youth Conditional Caution interventions
- Arts Award
- Duke of Edinburgh
- Weapons awareness

2. STRUCTURE AND GOVERNANCE

RBWM YOT is strategically managed within Early Help and Safeguarding, Youth Support Services.

There are no changes in 2015/16 in relation to the reporting lines in relation to the YOT Management Board; therefore the YOT will continue to share an Executive Subgroup with the Community Safety Partnership (CSP). This provides focused multi agency senior management support to the YOT, as well as playing a major role in ensuring the YOT Management Team is held accountable for performance against national indicators, service delivery, value for money and reviewing any critical learning reviews

The YOT will also continue to report to the CSP progress against actions in the business plan and will feed in to the group the outcome of any national standard audits during 2015/16.

The YOT / Community Safety Partnership Executive Subgroup meet on a quarterly basis with RBWM Director of Operations chairing the meeting, with the LPA Commander as the Vice Chair.

The Service Lead for Youth Support Services has been tasked with organising a working group to review how the YOT Management Board functions as part of the wider Community Safety Partnership (CSP) and to decide, with key partners, how to make the function of the YOT Management Board more effective, in terms of challenge and support to the YOT.

The YOT provide quarterly performance reports to the board highlighting and explaining current performance against the 3 National Indicators and agreed local performance indicators as well as, plus information on the Prevention Service performance indicators and monthly performance reports to the Children's Service Directorate Management Team and Managing Director of the Local Authority via the RBWM Early Help scorecard.

In addition to the CSP, the Crime and Disorder Scrutiny panel considers the performance of the YOT. This panel is made up of elected members and is also chaired by an elected member.

A representative from the PCC continues to attend the CSP/YOT Management Board.

Considerable emphasis is placed on accurate data recording and the whole team strive to adhere to National Standards and National Indicators.

The YOT continue to use a fortnightly exception report to monitor performance Which ensures additional management oversight of practice in relation to accurate and timely recording on the YOT database.

The YOT is represented at all meetings where appropriate and therefore continues to play a vital role in the reducing crime in the Borough. Representation includes the CSE operational panel, Anti Social Behaviour case conference, Youth Support Referral Panel, Multi-Agency Public Protection Arrangement (MAPPA), Domestic Abuse Forum, Early Intervention Support panel, the Children in Care positive activities group and Pupils Missing from Education Panel.

Seconded specialist workers on the team contribute to the accessibility of specialist services. For example, all young people are screened by the YOT Nurse for both physical and emotional health needs and relevant interventions follow, either delivered by the Nurse or by referring on to appropriate professionals for specific specialist intervention. The YOT Nurse acts as the CAMHS link worker, as the YOT do not have any emotional or mental health specialist worker within the team.

The YOT has a Parenting Worker and access to a worker from SMART (the Borough's young person's drug service).

The YOT use an online questionnaire 'What do you think' (viewpoint) at the start of all assessments to ensure feedback and direct involvement of the young people is included in their assessments and plans. The YOT also complete learning styles questionnaires at this stage, so the diverse needs of the young people are acknowledged at initial assessment stage and interventions are planned accordingly.

The Early Intervention worker continues to work closely with Youth Services to run activities, projects and regular sessions for young people, all of which strengthen identified protective and positive factors.

Throughout 2015/16 the YOT propose to carry out a self audit, taking themes from Girls in the Criminal Justice System Thematic Inspection, The YOT feel this is a relevant subject to approach and explore as the YOT are keen to support the Borough in the development of provision for victims of CSE and are also keen to improve gender specific service delivery and design. The YOT will also carry out a self audit following the publication of the thematic inspection of the Community Safety and Public Protection Incident, the YOT complete a number of these a year and internally have found the exercise a useful way of reviewing practice.

3. PARTNERSHIP ARRANGEMENTS

The YOT continues to have a close working relationship at both operational and strategic level with the Police, Children's Services, Probation, Courts, Education, Community Safety and the DAAT. YOT have representation at all relevant multi-agency meetings and make sure practitioners convene multi-agency team around the child (TAC) meetings when concerns are raised through ASSET/ONSET assessments to ensure early intervention when risk and vulnerability factors are identified.

The YOT aim to contribute to the priorities of Community Safety, PCC, Borough and YJB, therefore having strong partnership links is important to ensure effective communication and clear planning of priorities.

In addition to these meetings YOT are also represented at: Domestic Abuse Forum, Anti-Social Behaviour case conference, Multi-Agency Public Protection Arrangement (MAPPA), CSE Operational group and Early Intervention Support Panel.

The YOT continue to work closely with the Intensive Family Support Service, there are plans to facilitate a further girls group together in September 2015, referrals for which will come directly via the CSE panel and also there are plans to submit the group as an example of good practice to the YJB once a full evaluation is completed.

Liaison with the Anti-Social Behaviour (ASB) Team is effective in identifying young people known to both services and therefore targeting resources appropriately, without duplication, but working in partnership to best use skills and tools. The YOT and ASB team share information on a monthly basis in relation to young people who are known to each service, with the aim of preventing offending as early identification of problem behaviours can be discussed and referrals/interventions agreed.

The Community Wardens support the YOT to supervise reparation placements on a regular basis and the Senior Community Warden regularly attends the YOT risk management panel.

The YOT have been successful in engaging with the Police in the joint decision making process, a strategic scrutiny panel has also been established to review decisions in the Thames Valley. The YOT Service Manager has been actively engaged in this process. In addition quarterly meetings are held regularly between the YOT and the Youth Justice Unit to analyse FTE data in detail and in order to further scrutinise the decisions made.

The YOT works hard to maintain links with Children's Social Care, by meeting with Managers to ensure clarity of roles and refresher training has been delivered across both teams. This work is set to continue throughout 2015/16. The YOT have a commitment to offering placements to social work students through RBWM and are managed by the Early Intervention Co-ordinator (who is a practice assessor).

The YOT have adopted the Berkshire Safeguarding Procedures and staff know how to access these and understand their responsibility to

safeguard young people.

The YOT continues to work effectively alongside Probation, monthly transition meetings have been established and work is ongoing in relation to the imminent changes in Probation and the impact this may have on youth justice.

Seconded staff have regular '3 way' supervision sessions with their YOT Line Manager and Agency Line Manager, this promotes positive working relationships and ensures any practice issues are raised at the earliest opportunities.

Health continues to support the YOT and have seconded a 0.5 post to the YOT and all young people on statutory orders are offered a full physical and mental health screening. The YOT Nurse has contributed to organising a Berkshire wide YOT Nurse forum, which is proving to be an effective arena to share good practice.

The YOT continue to be registered with the Restorative Justice Council (the governing body provides additional quality assurance to the high standard of Restorative Justice delivered by the YOT)

Work with the Courts is an essential element to core YOT work and the YOT continue to engage with the Court Users meeting which has become an integral forum to discuss any Court 'issues' and share practice across Berkshire. Representatives from Crown Prosecution Service, Magistrates, Defence Solicitors and Police also attend.

The YOT value the opportunity to inform residents and wider Borough Colleagues of the work carried out within the service, a monthly newsletter is issued to the volunteers to provide updates and thanks.

Current community reparation projects include, RBWM Library Service, Food Share, Age Concern, Braywick Nature Reserve, National Trust, supporting painting and decorating of local community centres and a local food share charity. The Reparation Project Worker has invested a lot of time in establishing relevant projects which make a difference to victims of crime and the Borough residents as a whole.

Custody numbers are currently low and therefore any resettlement work is carried out on an individual basis, social care and housing are engaged where necessary and appropriate.

4. RISK TO FUTURE DELIVERY

The YOT employs a highly skilled, motivated and professional team, who strive to and meet National Performance Indicators and National Standards.

YOT has recently lost the 0.5 education worker post and there has been no Police Officer in post since August 2014, but the YOT and Police are working closely to ensure the statutory functions continue to be delivered.

In order to raise awareness of the services offered by the YOT, which make it unique to other services, it is essential to invest time in promoting YOT services to both the community and partner agencies, the YOT are committed to continue to do this over the next financial year. This has included ensuring staff are equipped with additional skills to offer unique and targeted services to partner agencies, for example restorative justice conference training and AIM assessment and intervention (specialist programme for young people who have sexually harmed).

The YOT see the benefits of working alongside other YOTs and partner agencies to share good practice and where, for example the Early Intervention Co-ordinator has recently established a Thames Valley Early Intervention Forum, which she has offered to chair to ensure the group is effectively overseen in the initial stages of its formation.

The full time case worker has a criminal justice background and has extensive experience in the field of youth (and criminal) justice. All case workers have a sound knowledge in welfare and safeguarding and are confident in making appropriate social care referrals and are adequately trained to be able to identify child protection and safeguarding issues.

The Reparation Project Worker comes from a background in mental health. This is proving to be hugely beneficial to the team and new ideas in relation to engaging young people with learning difficulties is being explored based on the knowledge which has been brought to the team.

The Early Intervention Co-ordinator is a qualified Social Worker, who acts as a Senior Practitioner within the YOT and is also a qualified Social Work Practice Assessor. This enables the YOT to have Social Work students on placement, adding to the skill set on both the statutory and prevention services, the students also contribute to developing service delivery through University projects.

YOT staff hold a range of various skills which can be fully utilised within the team, but can also be used in the wider Borough, providing additional services for the YOT to offer externally. The YOT Service Manager, Senior YOT Worker, Early Intervention Co-ordinator and YOT Case Worker are AIM trained (specialist assessment tool for sexually harmful behaviour) and these skills are utilised to support social care in specialist assessments. The YOT Service Manager and Senior YOT Worker are trained to supervise staff carrying out AIM assessments.

There are further plans throughout 2015/16 for staff to undertake RJ training and for the Borough to utilise the skills of the victim and volunteer worker in relation to delivering more RJ outside of the YOT, building on what was offered in 2014/15, for example RJ conference training has been provided to one of the car homes in the Borough.

The YOT continues to provide value for money with the wealth and variety of experience they have, the ability to offer specific and specialist services to colleagues within the Borough and the commitment to work flexibly and take on additional tasks within the team to ensure the needs of the young people, parents/carers, victims and volunteers are met.

The complexity in the nature of the cases the YOT deals with remains and more resource is being identified to provide support at the earliest possible stage. Therefore it is critical to support YOT staff in developing skills and knowledge given that there is uncertainty in relation to funding levels from partner agencies, not only in core YOT work but also in specialist areas of work so the service delivered to the most vulnerable members of the community is as effective as possible.

RBWM ACTION PLAN

Youth Offending Team			
Outcome	Action Required	Action owner	Quarterly Progress
<p><u>1. Effective use of data</u></p> <p>(Contributes to national target reducing FTE and reoffending)</p>	<p>YOT to improve consistency of service user feedback across the whole team and ensure YOT can demonstrate what impact the service user feedback has on developing and enhancing the services provided to young people, families and victims</p> <p>Self assessment against the thematic inspection of the Community Safety and Public Protection Incident</p>	<p>YOT Management Team</p> <p>YOT Management Team</p>	<p>End of Q3 – decision to use new ASSET plus start, review and end questionnaires.</p> <p>Work has commenced to review the victim feedback – new worker in post</p> <p>End of Q3 - Not started due to budget cut in year</p>
<p><u>2. Develop pathways of support targeting those most at need</u></p> <p>(Contributes to national target reducing use of custody)</p>	<p>Devising a number of AQAs which will be used for Unpaid work (UPW) placements, to ensure young people completing UPW will also leave the YOT with work based skills. This will also involve including partner agencies in the delivery of unpaid work</p> <p>The YOT do not have a specific Intensive Surveillance and Support (ISS) worker therefore existing resources within the YOT need to be utilised to enable to the YOT to provide this program when required to do so by the Court. This will include utilising existing staff members and reviewing existing programs of work and developing new ones</p>	<p>YOT Management Team</p> <p>YOT Service Manager and Senior YOT Worker</p>	<p>End of Q3 – a number of new AQAs have been devised for young people specifically on UPW placements (9 to date)</p> <p>End of Q3 – current resources have been reviewed and categorised.</p>

<p><u>3. Delivering good and outstanding services to residents</u></p> <p>(Contributes to national target reducing reoffending)</p>	<p>Continued professional development to ensure the YOT retains a skilled and confident workforce. Including ASSET plus training and implementation, psychological intervention training, desistance training and Prevent training . Continued professional development in relation to training in Restorative Justice will carry on in 2015/16</p>	<p>YOT Management Team</p>	<p>End Q3 - ASSET plus training is ongoing, resources have been deployed to ensure staff training is happening on a regular basis on the run up to the formal classroom training.</p> <p>Psychological intervention training and desistance training have both taken place</p>
<p><u>4. To effectively manage performance, so that morale is high; so that each member of our staff can see how their work contributes to the good of the service; and so that professional development plans align with our development as a service</u></p> <p>(Contributes to national targets reducing FTE, reducing reoffending and reducing the use of custody)</p>	<p>YOT Management to be Implement a more reflective supervision structure throughout 2015/16, following the training YOT management undertook in 2014/15 which will enable staff to become more reflective in their practice (which directly links to the onset of ASSET plus replaced ASSET).</p>	<p>YOT Management Team</p>	<p>End Q3 – Work has commenced to revise the Risk Panel in light of ASSET plus to make the forum more reflective and productive, the reflective practice to date however can be evidenced through the existing panel as a mechanism where the whole team and partners attend.</p> <p>Training has been provided to staff to raise awareness of how the YOT will move more towards reflective forums then towards reflective supervision on a one to one basis.</p> <p>The YOT staff team have been consulted on their views.</p>

Appendix A

Costed Plan – 2015/16

WHAT	DETAIL/ACTIVITY	WHO	INDICATIVE COST
<p><u>1. Effective use of data</u></p> <p>(Contributes to national target reducing FTE and reoffending)</p>	<p>YOT to improve consistency of service user feedback across the whole team and ensure YOT can demonstrate what impact the service user feedback has on developing and enhancing the services provided to young people, families and victims.</p> <p>Self assessment against the thematic inspection of the Community Safety and Public Protection Incident</p>	<p>YOT Management Team/Whole Team</p> <p>YOT Management Team/Whole Team</p>	<p>£11,930.12 £34,897.35</p>
<p><u>2. Develop pathways of support targeting those most at need</u></p> <p>(Contributes to national target reducing use of custody)</p>	<p>Devising a number of AQAs which will be used for Unpaid work (UPW) placements, to ensure young people completing UPW will also leave the YOT with work based skills. This will also involve including partner agencies in the delivery of unpaid work.</p> <p>The YOT do not have a specific Intensive Surveillance and Support (ISS) worker therefore existing resources within the YOT need to be utilised to enable to the YOT to provide this program when required to do so by the Court. This will include utilising existing staff members and reviewing existing programs of work and developing new ones.</p>	<p>YOT Management Team and YOT Project worker</p> <p>YOT Management Team and YOT Case Worker</p>	<p>£7,144.94 £7,456.96 £1325.00</p> <p>£9,537.53 £8,943.95</p>

<p><u>3. Delivering good and outstanding services to residents</u></p> <p>(Contributes to national target reducing reoffending)</p>	<p>Continued professional development to ensure the YOT retains a skilled and confident workforce. Including ASSET plus training and implementation, psychological intervention training, desistance training and Prevent training. Continued professional development in relation to training in Restorative Justice will carry on in 2015/16</p>	<p>YOT Management Team</p>	<p>£9,537.53</p>
<p><u>4. To effectively manage performance, so that morale is high; so that each member of our staff can see how their work contributes to the good of the service; and so that professional development plans align with our development as a service</u></p> <p>(Contributes to national targets reducing FTE, reducing reoffending and reducing the use of custody)</p>	<p>Implement a more reflective supervision structure throughout 2015/16, following the training YOT management undertook in 2014/15 which will enable staff to become more reflective in their practice (which directly links to the onset of ASSET plus replaced ASSET)</p>	<p>YOT Management Team and whole team</p>	<p>£7,144.94 £18,628.56</p>

<p><u>5. Work with Partners to provide effective early help, prevention and targeted support to vulnerable children and families</u></p> <p>(Contributes to national target reducing FTE)</p>	<p>Further CSE training to YOT staff to enable the YOT to provide a CSE champion within the service who holds expertise practice knowledge to enable ongoing support to the most vulnerable young people.</p> <p>Following training embedding procedures in place within the YOT to support those identified as being at risk or involved in CSE</p> <p>Including Self assessment taking themes from Girls in the Criminal Justice System</p>	<p>YOT Service Manager/Senior YOT Worker/ EI Co-ordinator</p>	<p>£7,144.94 £6,156.09 £6,156.09</p>
			<p>TOTAL - £136,004</p>

Appendix B – structure chart

