

London Borough of Richmond upon Thames

Youth Offending Team

Annual Youth Justice Plan

2012/13

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1. Background

In 2008/09 the Youth Justice Board (YJB) introduced the Youth Justice Performance Improvement Framework (YJPIF).

The YJPIF's objectives are to:

- promote Youth Offending Team (YOT) performance improvement;
- shape youth justice system improvement; and
- improve outcomes for young people.

To ensure youth justice strategic planning is more closely aligned to other key local strategic plans, the YJPIF enables YOT partnerships to produce their own strategic plan in line with their own local business planning processes and timescales so that resources, services and improvements are targeted where they will be most effective and deliver the best outcomes.

This YOT Plan outlines our strategic and partnership approach to reducing offending and re-offending and outlines current position across the following key areas:

- Key challenges within the youth justice delivery landscape;
- Key strategic priorities for the YOT;
- Structure and governance,
- Partnership arrangements;
- Resources and value for money and
- Risks to future service delivery.

All partners have signed up to this Plan.

2. Introduction

Established by the Crime and Disorder Act 1988, the YOT is responsible for the delivery and/or commissioning of statutory youth justice services. The YOT is a multi-agency partnership between the London Borough of Richmond upon Thames, the Police, the Probation Service and the NHS, all of whom jointly resource a multi-disciplinary team providing youth offending services.

Richmond Youth Offending Team has a long history of strong governance, partnership working, excellent performance, sustainable outcomes and a highly skilled workforce. The YOT's good performance and contributions to safeguarding and improving outcomes for children young people has been recognised and validated within the following recent inspections:

- HMIP Core Case Inspection of the Youth Offending in October 2011 noted effective and well coordinated multi-agency work to address the needs of children and young people, a wide range of interventions contributing to a very high sustainability of outcomes for children and

young people, creative approaches to restorative justice and a dedicated highly capable team. The inspection results are reflected in the table 1 and full report can be found on <http://www.justice.gov.uk/downloads/publications/inspectorate-reports/hmiprobation/youth-inspection-reports/core-case/richmond-cci-report.pdf>

Table 1

	Scores from Wales and the English regions that have been inspected to date			Scores for Richmond upon Thames YOT	Comment
	Lowest	Highest	Average		
‘Safeguarding’ work (<i>action to protect the young person</i>)	37%	91%	68%	78%	Minimum improvement required
‘Risk of Harm to others’ work (action to protect the public)	36%	85%	63%	69%	Moderate improvement required
‘Likelihood of Reoffending’ work (individual less likely to reoffend)	43%	87%	71%	75%	Minimum improvement required

- Ofsted and Care Quality Inspection of Safeguarding and Looked After Children Services within the London Borough of Richmond upon Thames in 2012 found the overall effectiveness of Safeguarding services as Good (Grade 2) and Capacity for improvement as Good (Grade 2). It recognised good partnership working including the multi-agency risk assessment conference (MARAC) and multi-agency public protection arrangements (MAPPA) being well embedded. It highlighted good collaboration with the Youth Offending Team to safeguard the most vulnerable young people, highlighting the effectiveness of Triage on prevention of first time entrants into the justice system and low number of Looked After Children who offend. Full report can be found on <http://www.ofsted.gov.uk/local-authorities/richmond-upon-thames>

In 2012/13 the YOT continues to be committed to the provision of high quality youth justice services in partnership with other agencies with the aim of preventing offending and re-offending by children and young people. In

addition to the services provided to young people in or at risk of entering the youth justice system, the service recognises the role it has in increasing public confidence in the youth justice system and in increasing victim satisfaction through their involvement in restorative and reparative processes. These ambitions are reflected in the YOT's strategic objectives, service improvement plan and the post inspection action plan.

3. Key changes within the landscape of youth justice services impacting on delivery for 2012/13

3.1 National policy drivers

The following reforms arising from the Green Paper 'Breaking the Cycle – Effective Punishments, Rehabilitation and Sentencing of Offenders' in 2010 will impact on delivery of youth justice services.

Legal Aid Sentencing and Punishment of Offenders Act 2010-12 (LASPO) with provisions expected to commence in November 2012 will introduce the following changes:

- simplified remand framework, ending treatment of 17 year olds as adults for remand purposes with all young people remanded in youth detention accommodation will receive Leaving Care Status if remanded in the Youth Detention Accommodation for 13 weeks or more;
- greater financial responsibilities for Local Authority for custody and remand budgets through transfer of full cost of the remand and travel to the Local Authorities and;
- greater focus on pre-court disposals (introducing Youth Conditional Cautions) and on restorative justice.
- Legislative changes to the sentencing framework to improve alignment with adult services

Changes have been made to the London Police & Crime Commissioner Role and powers of the Police and Crime Panels, making the Mayor responsible for supervising Metropolitan Police and crime agenda, replacing the Metropolitan Police Authority with the Mayor's Office for Policing and Crime (MOPAC). The management of YOT grants has been devolved to the MOPAC as well as commissioning, prevention funding and testing payments by results.

The Youth Justice Board also announced the implementation of new revised National Standards scheduled to commence from April 2013 with the localised trial commencing from April 2012. This will require local modification in consultation with other YOTs subject to the same Court arrangements and the Courts themselves.

The introduction of Payments by Results has been delayed and is unlikely to commence within 2012/13.

The government focus on tackling the 'Troubled Families' agenda is reflected in its commitment to turning around the lives of 120,000 troubled families in England by 2015. Richmond is committed to deliver this agenda through reconfiguring and refocusing its resources to deliver this ambition and the Youth Offending Team will contribute to this agenda as well as benefiting from an additional intensive support for the young offenders' families that have complex needs. Locally Richmond is committed to engaging 193 Troubled Families.

The HMIP will be implementing a revised inspection framework in 2012. It will be based on a full joint inspection model that will be risk proportionate, targeted at a small number of youth offending teams. The new inspection model retains the methodology of assessing cases and interviewing case managers but will also investigate specific themes arising through interviewing strategic managers, partners, victims, young people, Police and Learning and Skills inspectorates.

The YOT Management Board and the local authority will need to consider and plan the delivery of youth justice services in Richmond upon Thames within this new policy framework and ensure that key actions are reflected within the service improvement plan reflected in section 9.

3.2 Local drivers

The re-structure in April 2011 has bedded well addressing the efficiencies and service improvement demands including refocusing the YOT manager's role on service improvement and operations management, with the strategic responsibilities aligned to the Head of the Integrated Youth Support Services.

Due to staffing capacity changes and additional investments supporting the service improvement, it is forecasted that there will be a budget pressure for the YOT budget during 2012/13. A key challenge will be to ensure there is no adverse impact on the quality of service and improvement plan. This will be achieved through offsetting the budget pressure against other departmental budgets alongside of partnership work with the Integrated Youth Support Service, maximising the use of existing resources.

Richmond Magistrates Court has amalgamated with Balham, Wimbledon and Kingston Magistrate Courts into a quadrant, becoming the South London Youth Justice Centre for young people since 1st January 2012. This will present some capacity and logistical challenges at the Court, necessitating close collaboration between the Court and the Youth Offending Teams impacted by this change to ensure effective and efficient working arrangements are implemented.

In 2010, the Council's new administration made a commitment to become a commissioning Council with a much reduced role in the direct delivery of services. As a result of this decision, the Council has agreed to progress work on the development of a commissioned organisation for the delivery of

all children's services ideally in collaboration with the Royal Borough of Kingston upon Thames. A feasibility study was undertaken during the 2011/12 that indicated good business case for developing shared arrangements for delivery of youth justice services. It is planned that this work will be progressed during the 2012/13 with the aspiration to have a shared service in place for 2013/14.

The HMIP inspection in 2011 indicated good capacity and capability to sustain and improve YOT's performance. The areas identified for improvement have been addressed within the post inspection improvement plan that will be focused on and monitored during 2012/13.

An external audit will be commissioned and scheduled to take place by November 2012 to test and validate any improvements committed within the post inspection improvement plan.

Risk register has been developed to identify key risks impacting on the delivery within 2012/13 to ensure effective risk management, see appendix 4.

4. Key Strategic Priorities

The following have been identified as key strategic YOT priorities for 2012/13 based on the HMIP inspection findings for Richmond YOT published in 2012, needs analysis, changes within the national/local policy landscape and the Children and Young People Plan priorities for 2013/14 and Community Safety Partnership Strategy 2011/2014. The YOT Post Inspection Action Plan (see appendix 5) and YOT Improvement Plan (see appendix 6) will provide a vehicle for delivering against these strategic priorities.

4.1 Preventing and reducing offending by children and young people.

The YOT has an excellent track record of keeping first time entrants to a minimum and a clear priority this year is to continue reducing this number further through the Triage Scheme. Additional capacity has been secured through a secondment of a Youth Work post from the Youth Service as well as collaborative work with Schools and Police to prevent re-offending. Additional investment has been made by schools to provide substance misuse and crime prevention interventions within schools to prevent/ reduce alcohol and substance misuse and associated offending in response to 78 cases of youth offending being substance related in 2011/12. The YOT will be taking a lead on the delivery in 2012/13 in partnership with the Police, Youth Service, Targeted Youth Support and the Young People Substance Misuse Service.

4.2 Strengthen the work with high risk repeat offenders to prevent re-offending.

Richmond has very few high risk repeat offenders but these individuals pose a significant challenge to the YOT and other agencies in breaking the offending cycle. The YOT is committed this year to introduce a number of evidence based interventions for the highest risk repeat offenders and enhance the scope of its Intervention Strategy. Reviewing our intervention strategy, including the development of a Referral Order Low Risk group programme, will be a priority for this year. We will be implementing a revised case planning model to strengthen collaborative approaches to the identification, assessment and the management of the risk of serious harm to others, the risk of re-offending and risk of vulnerability. Further work will be undertaken to improve compliance to prevent breaches through implementation of the Compliance Panels process. To ensure that all local partners work effectively together the Integrated Offender Management framework will be developed and implemented in 2012, led by the Probation Service. This will ensure that the offenders, whose crimes cause the most damage and harm locally, are managed in a co-ordinated way.

4.3 Improving outcomes for victims.

Like many YOT's, Richmond has found it challenging to make a real impact on victim engagement. In 2011/12 we have invested into developing additional capacity for restorative justice and victims work to raise the standards and engagement of victims and young offenders in the restorative justice process, with an aspiration of sharing our Restorative Justice practice within the sector in 2012/13. Our priority will be to develop and implement a local protocol outlining Richmond's commitment to and application of the Victim Code of Practice and Restorative Justice Council guidelines, including an increase in the involvement of victims and monitoring and analysis of victim satisfaction.

4.4 Ensuring that the safety, health and wellbeing of young offenders is maximised.

The HMIP inspection found that young people's outcomes are sustained in 97% cases in relation to the Risk of Harm, Likelihood of Reoffending and Safeguarding. This is outstanding performance and validates the YOT partnership investment and quality of work. This year, the YOT will review its case planning process and will trial integrated intervention plan in consultation with the Youth Justice Board and sector partners. Further investments will be made in strengthening the quality assurance mechanisms and standard operating procedures to ensure young people are robustly safeguarded and supported.

4.5 Strengthening capacity and capability

A key priority for this year will be delivering the identified service improvements in response to the HMIP Core Case inspection – see appendix 5.

We will continue reviewing and modifying the YOT's capacity and capability in response to changes within the national policy and local delivery landscape.

The review of a potential joint YOT service with Kingston is being undertaken with the specific aim of adding capacity and capability and achieve efficiencies through economies of scale and scope.

We will be reviewing our Volunteers procedure in response to the recommendations made in the Green Paper Breaking the Cycle to engage the third sector, local community and volunteers in delivery of public services. We intend to extend the involvement of volunteers beyond the existing youth offender panel process in mentoring, case planning and intervention programme delivery.

We have invested in a pilot to second a Youth Worker post within the YOT, which will contribute to working with all young people scoring 2+ in the Lifestyle section of the ASSET and providing youth engagement tailored programmes. This will enable us to strengthen our links to Youth Services in order to maximise the use of resources to support transitions processes and continue to sustain high outcomes for young people.

We will be investing into strengthening our quality assurance processes to improve quality and performance of service delivery.

4.6 Increasing awareness and confidence in the youth justice system

We will seek views from our service users and victims to evaluate service delivery in line with the Engagement Strategy.

In 2011/12, the YOT will take every opportunity to raise awareness of the effective work it undertakes and ensure young people are portrayed positively. The YOT contributes to the wider local strategic objectives and priorities for residents and communities in Richmond upon Thames set out in the:

- The Children and Young People's Plan 2009-2013
- Community Safety Partnership Plan 2011-2014

A summary of the YOT's contributions is shown in Appendix 1.

5. Structure and governance

The YOT is governed by the YOT Management Board. The YOT Management Board has been integrated and well embedded within the Children and Young People's Trust governance structure, reporting into both the Children's Trust Board and the Crime and Disorder Reduction Partnership and through these into the Local Strategic Partnership. Key priorities and the delivery plan for the YOT are informed and developed in the context of the

borough's [Children and Young People's Plan](#) 2009/13 and the Community Safety Plan 2011/14.

The YOT Management Board has been responsible for ensuring that partners and key stakeholders effectively support the prevention of offending and re-offending. It also contributes to ensuring that children and young people benefit from a safe and nurturing environment at home, in school and in the community, and are supported to become full citizens who make a positive contribution to society.

The key purpose, objectives, membership and meeting structure of the YOT Management Board are reflected within its terms of reference, which will be reviewed during 2011 in response to changes within local governance arrangements to ensure they continue to be fit for purpose. The Board currently has the following key functions:

- Support – ensuring adequate financial and human resources, infrastructure and provision of professional support;
- Scrutiny – including performance management, approval and monitoring of service plans, budget and quality assurance; and
- Conduit – facilitating effective interface and partnership working with key stakeholder organisations represented on the board and the Trust Board.

Membership of the Board includes all statutory partners as outlined in Section 10 of the Children Act 2004. Other key partners are: Richmond and Twickenham Primary Care Trust, CAMHS, Richmond Youth Court, Metropolitan Police, Community Safety Partnership, Kingston and Richmond Probation Services, South London Learning and Skills Council, Specialist Children Services and Integrated Youth Support Services.

The Board meets three times a year and is -chaired by the Police's Chief Inspector for Partnerships. Both Head of Protective and Preventative Services and Chief Inspector are members of the Children and Young People's Trust Board and the Local Safeguarding Children Board where scrutiny is given to the safeguarding of young offenders. The YOT is also represented on the Community Safety Strategic Partnership by the Head of Integrated Youth Support.

In this context the YOT is strategically well placed to influence and deliver the children's and crime reduction priorities and work effectively with partners to meet the needs and gaps in services for young offenders.

The YOT is structurally located within the local authority's Protective and Preventative Services alongside other integrated and targeted youth support services.

See Appendix 3 for the Protective and Preventative Services structure chart

The YOT has a total salaried complement of 7.5 full-time equivalent (fte) staff (not including seconded staff and IYS business support). It is supported by 11 volunteers. Key secondments include 0.6 fte from Child and Adolescent Mental Health Services (CAMHS), 1.6 fte from the Police, 1 fte from the Probation Service and 1 fte Youth Worker from the Youth Service.

The YOT was re-designed in 2011 in response to funding reductions. Following the reduction in YJB funding, the YOT now receives direct and dedicated substance misuse support from a newly commissioned joint Kingston and Richmond Substance Misuse Service. The new arrangements for this are being monitored via a service level agreement and the Substance Misuse Governance Board to ensure the YOT continues to meet its statutory function.

See Appendix 4 for the YOT structure chart

Nationally the YOT is governed by the MOJ/YJB, following the changes within national governance in 2011.

The quality of youth justice service delivery is judged and reported on by the HM Inspectorate of Probation (HMIP). This is an independent Inspectorate funded by the MOJ and reporting directly to the Secretary of State on the effectiveness of work with individual offenders to reduce offending and reoffending and protect the public.

6. Partnership arrangements

The YOT operates within a complex local planning environment comprising the Local Authority, Community Safety Partnership, Health Services, and the Children and Young People's Partnership Board. From a Criminal Justice perspective, the YOT links with HM Courts Service, Crown Prosecution Service, Criminal Justice Board, London Probation Trust and the Police.

The YOT is engaged with the following partner agencies and is represented on a number of key strategic forums including:

- Children's and Youth People's Trust Board
- Local Safeguarding Partnership Board
- Youth Justice Board forums
- Joint Commissioning Group
- Community Safety Partnership
- Multi-Agency Public Protection Arrangements (MAPPA) meetings
- Multi-Agency Risk Assessment Conferences (MARAC) group

- Anti-Social Behaviour strategic group and panels
- Alcohol Steering Group
- Safer Neighbourhood Management Forum
- Sexual Health Information Group (SHIG)
- Deter/IOM - Prolific and Persistent Offenders (PPO)
- South London Youth Justice Centre review meetings
- South London Youth Justice Centre Youth Panel and YOT Liaison meetings (bi-annual)

The YOT has developed and effectively engaged operationally in the delivery of youth justice to ensure best outcomes for young people and local communities with the following partners:

- Probation
- Child and Adolescent Mental Health Services (CAMHS)
- London Fire Brigade
- Victim Support
- Princes Trust
- Head to Head and Jump Start (ETE Providers)
- Armed Forces
- HM Prison Service
- Safer Neighbourhood Team
- Youth Service
- Targeted Youth Support
- Locality delivery (Quindrat) teams
- Specialist Children Services
- Youth Enquiry Service
- Third party Voluntary sector and volunteers
- Other local authority services including Housing, Family Wellbeing Services, Education and Social Care.

Partnerships are secured through clear procedures, protocols and service level agreements which are reviewed annually.

7. Performance

The previous six National Indicators have been reduced to three reportable national performance indicators from April 2011:

- Reduction in first-time entrants into the youth justice system;
- Reduction in re-offending by young people; and
- Reductions in the use of custody for young people.

In Richmond upon Thames, the YOT continues to collect local performance data and measure performance in the following areas to assist with local planning and delivery of youth justice services.

- Ethnic composition of offenders on youth justice disposals;
- Young offenders' engagement in suitable education, training and employment;
- Young offenders' access to suitable accommodation;
- LAC offending
- Young people requiring substance misuse intervention
- Final warnings

In 2011-12 Richmond upon Thames YOT demonstrated continued excellent performance against the previous year's national indicators with the exception of NI45, with good capacity and the capability to improve. The table 2 illustrates performance of YOT against national and local indicators.

Table 2

Indicator	Out-turn 2010/11	Target 2011/12	Out-turn 2011/12	Comment
NI111 Number of first time entrants to the youth justice system	61	5% reduction (<5%)	41	The figure shows a 32% reduction compared to the outturn for 2009/10 against a reduction target of 5%. The success of this reduction is due because

Indicator	Out-turn 2010/11	Target 2011/12	Out-turn 2011/12	Comment
				the triage scheme has had a significant impact on the number of pre-court disposals. Now that the Triage scheme is used as a matter of course, the number of FTE entering the system is unlikely to show such dramatic decreases year on year.
NI19 Rate of proven re-offending by young offenders aged 10-17 years (baseline data is now January-March 2005)	1.22	N/A	N/A	The data used to calculate reoffending rates is now gathered from the police PNC system and published by the Ministry of Justice. We are currently awaiting confirmation from the police / YJB regarding performance for the year 2011/12. The latest information we have is that the MoJ will not be publishing the 2011/12 data for some time and are working up to a year in arrears. As a result of these ongoing issues, we will be recording the measure locally using the previous method for 2012-2013. The data for Q1 2012 – 2013 will be calculated in September 2012 (the measure is calculated 1 quarter in arrears to allow time for the court process to take place) and will be based on convictions received in the January – March 2012 period.

Indicator	Out-turn 2010/11	Target 2011/12	Out-turn 2011/12	Comment
NI43 Percentage of young people receiving a conviction in court who are sentenced to custody	2.75%	<5%	1.6%	The figure shows a 1.15 percentage point reduction compared to the outturn for 2010/11 against a target of <5% of total court disposals. Richmond upon Thames traditionally has low custody rates and excellent partnership work with Courts and high levels of PSR congruence. The YOT will continue to seek alternatives to custody wherever possible.
NI45 Young offenders engagement in suitable education, training and employment	76.3%	90%	83.8%	This figure is below target but is showing an improvement against the year-end total for 2010-11 and is above the national average. This reflects the new collaborative arrangements with Targeted Youth Support and Way to Work, providing additional support to reduce NEET. The annual figure also masks good performance of above 80% in quarter 4. Richmond YOT has a full-time education officer who is working intensively with all young people who are NEET. The small number of clients in the YOT make achieving this target difficult as only a small number of NEET clients are needed (sometimes as low as 2) to take the overall percentage rate below 90%. New projects will be piloted to reduce

Indicator	Out-turn 2010/11	Target 2011/12	Out-turn 2011/12	Comment
				NEET and tackle hard core NEET young offenders including This Way project and Youth Contract.
NI44 Ethnic composition of offenders on youth justice system disposals (compared to the local youth population)	23.5% BME	N/A	22.4% BME	This figure is broadly in line with the BME 0 - 18 population of the borough of approximately 20%. Young people of mixed race are traditionally the most over-represented group within the BME cohort, representing 10 of the 22 BME offenders. Performance in this area is kept under constant review and scrutiny. The new National Census data may also show a higher overall numbers of BME young people within the general population.
NI46 Accommodation	95%	95%	98.2%	The year-end result is above target and performance remains strong. The YOT has a good relationship with the local authority's housing service based on a robust protocol and work will continue in 2012-13 to ensure all young people continue to have access to suitable accommodation.
LAC offending	10	N/A	11	This year-end total shows an increase of 1 compared to the 2010/11 figure, but is in line with performance in previous years.

Indicator	Out-turn 2010/11	Target 2011/12	Out-turn 2011/12	Comment
				The YOT has a clear protocol with the Children's Social Care Service, enabling good joined-up working and early identification of any issues.
Number requiring a substance misuse intervention (total)	11	N/A	22	The figures show a doubling of the numbers referred to the YPDAS for Tier 3 treatment in 2011/12 compared with 2010/11. The figures reflect greater integrated working with the shared YPDAS service and a robust screening process via ASSET.
Number receiving final warnings	35	N/A	21	There has been a 40% reduction in the number of final warnings this year compared to the outturn for 2010/11, and this follows the trend of the reduction in first time entrants seen now that the Triage scheme is embedded. Now that the Triage scheme is used as a matter of course, the number of FTE entering the system is unlikely to show such dramatic decreases year on year.

8. Resources and value for money

The YOT has a complex budget structure comprising of partner agency funding and in-kind contributions. Previously the YJB provided ring-fenced grants for specific elements of delivery to the YOT; however, following the removal of the ringfencing of budgets nationally and locally, the YOT now receives one grant allocation from the YJB. There have been no financial contributions from partners towards the 2012/13 budget due to ongoing efficiencies with the exception of the in kind contribution through staff secondment to the YOT.

The expected contributions for 2012/13 are outlined in the table 3, compared to the level of resourcing available in the previous year, highlighting a reduction of £15,079 from previous year's budget overall. The Council has doubled its contribution to the YOT in this financial year. However, the following will present a budget pressure in this financial year:

- £30,000 loss of funding from the Community Safety Partnership
- forecasted additional salary spends due to the capacity backfill for maternity leave.
- additional cost to support service improvement plan in response to inspection recommendations

Table 3

YOT funding	2011-12	2012-13	In kind contribution from other budgets 2012-13
YJB	£134,793.12	£157,719	
Council	£74,700.00	£162,800	
CSP	£30,000	0	
Probation	0	0	£45,224
Police	0	0	£138,061.00
Youth Service		0	£32,900.00
Health	0	0	NA
BAP/Schools for SM			£60,000
Total	£239,493.12	£320,519	£276,185
additional contributions sought to offset the differential			
EIG	£22,300.00	53,700	
PCT	£60,000		
Redesign efficiency	£67,505		
Total	£389,298.12	£374,219	

The actual and forecasted deficit will be addressed through seeking additional funding from the Early Intervention Grant and efficiencies within the wider departmental budget.

In addition to the YOT budget there is in kind contribution of **£276,185** made by the YOT partnership to resourcing the seconded posts of 2.5fte YOT designated Police team, 1 fte seconded Probation post, 0.6 fte seconded CAMHS practitioner, 0.2 fte nurse and 1fte Youth Worker post. Richmond YOT has above the average designated specialist resources to deliver specialist interventions, providing and added value. This enables the YOT to continue delivering sustainable outcomes for young people including health and keeping first time entrance low.

The Youth Justice Board (YJB) had intended to introduce a revised funding formula for YOT grants in 2012-14. This would have involved the introduction of a single funding formula, replacing the seven existing individual formulas for streams of cash but the initial scoping up exercise and consultation with YOTs would have disadvantaged significantly some of the YOTs. Therefore the project has been put on hold, meaning the system will remain as it is for the time being.

The effectiveness and efficiency of the YOT will continue remaining high on the local authority's agenda. Given the current financial climate that the YOT is facing locally and nationally, including the anticipated introduction of payment by results and changes to the cost of remand and secure remand, further financial review will be undertaken during 2012/13. Developing shared service arrangements with the Royal Borough of Kingston YOT will also provide an effective solution to managing financial resource for delivery of youth justice services more efficiently.

9. Summary

Richmond Youth Offending Team is ideally placed within the children's partnership and crime reduction partnership to prevent offending and reoffending and contribute to key strategic priorities. First time offending has been reduced significantly year on year. Custody rates have been excellent for a number of years giving testament to a high quality relationship with the Courts alongside robust community intervention. Although the rate of re-offending has seen an increase, this has been attributed to a small number of prolific offenders and is deemed to be a time limited set back rather than a trend.

Richmond's prevention work and its commitment to developing and implementing a Risky Behaviour and Hidden Harm strategies and locality based multi agency teams based on common assessment processes offers the YOT a strategic context to continue to maintain its high quality of work.

Richmond has continued to deliver a first class youth offending service within best value principles – it is one of the lowest funded YOT in London. The excellent work of the YOT has been recognised and validated by the recent HMIP inspection of the YOT in 2011 and the Safeguarding inspection in 2012. The YOT Partnership is strongly committed to continue to provide strategic, operational and partnership support to ensure the statutory function is met and that the readiness and resilience of the service is maintained to respond and adapt to the upcoming changes locally and nationally.

10. YOT Strategic Management Plan Approval

This Annual Youth Justice Plan for 2012 - 2013 was approved by:

Head of Preventative and Protective Services, London Borough of Richmond upon Thames

Rob Henderson

Signature:

A handwritten signature in black ink, appearing to read 'Rob Henderson', followed by a horizontal line extending to the right.

Date: 19/10/2012

Chair of YOT Management Board on behalf of Management Board

Chief Inspector, Metropolitan Police

Steve Kyte

Signature:

A handwritten signature in black ink, appearing to read 'Steve Kyte', written in a cursive style.

Date: 19/10/2012

Appendix 1: YOT contribution to Children and Young People's Plan Priorities.

YOT directly contributes to 4 out of the 6 following priorities for 2012/13 Children and Young People Plan: 1. Implementing a greater choice and diversity of education, 2. Implementing alternative service provision, 3. Identifying hidden harm, 4. Improving educational outcomes for vulnerable groups in schools, 5. increasing the participation of young people in education, employment and training, 6 Improving the uptake of immunisation.

Table 4

Priority	YOT contribution
<p>Priority 2 Implementing alternative service provision</p>	<p>Developing shared service arrangements with the Royal Borough of Kingston YOT to address financial reductions in future and maximise the resources to achieve best outcomes and achieve economies of scale and scope.</p> <p>Scope up future collaborative partnership with other YOTs to bid for the MOPC prevention funding for 2013/14.</p>
<p>Priority 3 Identifying hidden harm</p>	<p>Developing tier 2 Substance misuse programme in schools in consultation with the Young People Substance Misuse Service aligning the work to youth crime prevention, early intervention and hidden harm.</p>
<p>Priority 5 Increasing the participation of young people in education, employment and training</p>	<p>Through a designated resource, the YOT has been able to contribute to reducing and preventing young offenders becoming not in Employment, Education or training.</p> <p>Through collaboration with the Way to Work new initiative have been piloted to provide work placement and personalised support for young offenders to support them to move to employment, education or training.</p>
<p>Priority 6 Improving the uptake of immunisation</p>	<p>Through a designated nurse, all young offenders are health screened including their immunisation to ensure that all vulnerable young people are up to date with their immunisation.</p>

Contribution to Community Safety Partnership priorities. (CSP)

The CSP Plan is for three years 2011-14, but is refreshed on a yearly basis following a Strategic Assessment. The YOT contributes to 3 for the 5 priorities identified in 2011/12: which are

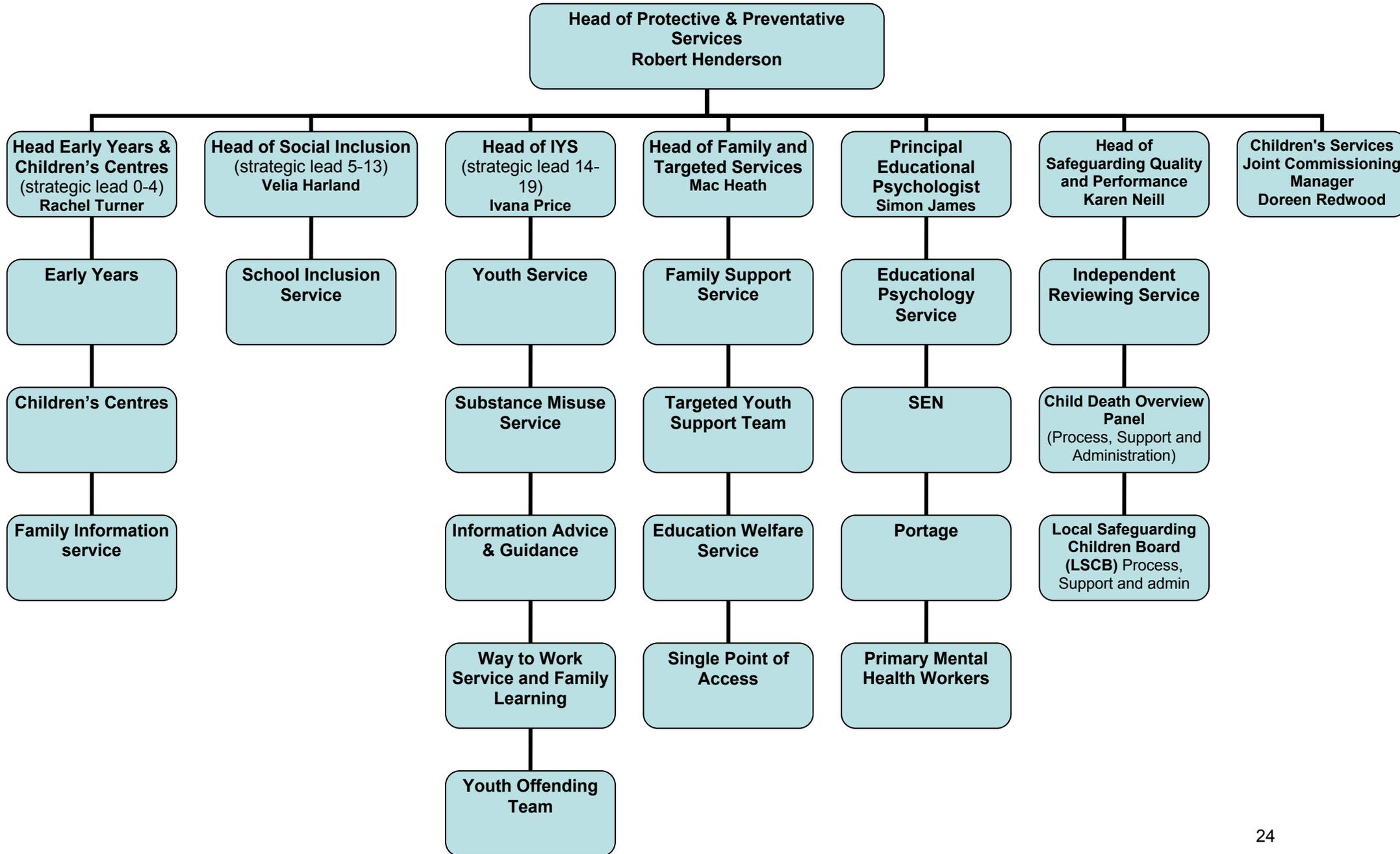
- Violence against the person,
- Anti-social behaviour,
- Counter terrorism,
- Alcohol,
- Domestic abuse and Drugs.

- Table 5

Priority area	YOT Contribution
Violence against the person,	<ul style="list-style-type: none"> • Developed a 6 week Knife Prevention programme that is available to all young people that have knife related offending. In addition we are in the process of undertaking taster prevention sessions within the Safer Neighbourhood Wards that have identified high crime hotspots for weapon related crimes. • YOT undertakes Gang screening.
Anti-social behaviour	<ul style="list-style-type: none"> • The Richmond Youth Offending Team attends and contributes to the work of the Anti Social Behaviour [ASB]. If the young person and family are known to the YOT and there are reports of Anti Social Behaviour concerns we will provide consultancy regarding the case to the panel ensuring that interventions up dates are provided on the family. In addition we provide SPO reports to court regarding possible interventions for ASBO's for those on current orders alongside post sentence ASBO's recommendations. • The Triage work also addresses identified anti-social behaviour. Close

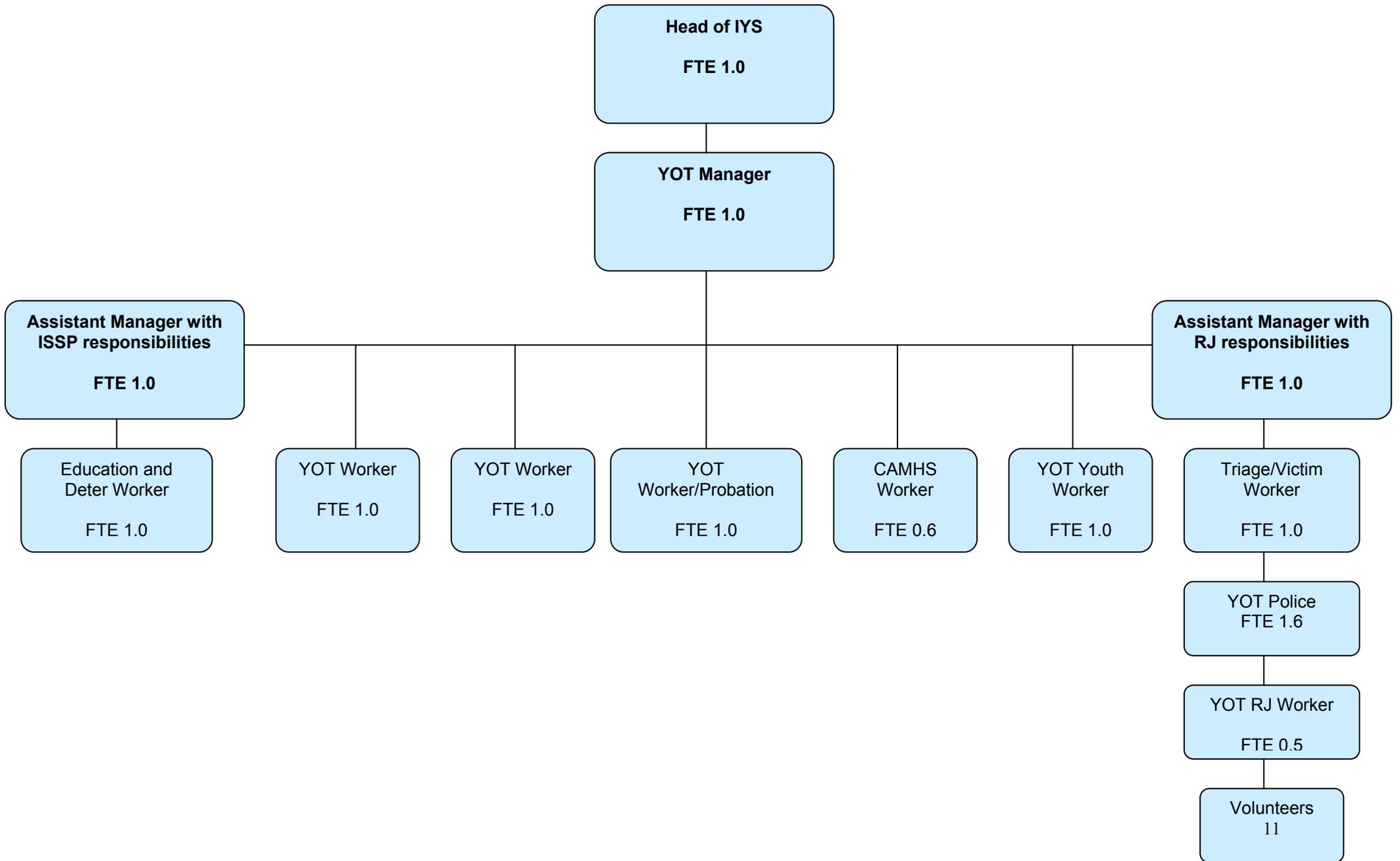
Priority area	YOT Contribution
	<p>collaborative links with the safer neighborhood team and Safer Schools programme also contribute to preventing anti-social behaviour.</p> <ul style="list-style-type: none"> • In addition we are looking to provide prevention sessions within wards targeting particular by offence following restorative justice conference and training to safer neighbourhood and ASB officers such as Graffiti group work intervention and reparation work.
Alcohol	<ul style="list-style-type: none"> • YOT delivers programmes to young people on risks associated with alcohol consumption. YOT also provides support to parents/carers via the Strengthening Families, Strengthening Communities Parenting Programme on raising awareness of alcohol use/misuse. • YOT screens each offender on alcohol/substance misuse to ensure early intervention and support is provided. • Provision of Tier 2 support and treatment for young people with alcohol problems and where a dual diagnosis is identified a young person is referred to a specialist trained clinician. • YOT interventions include “binge drinking” workshops and targeted girls alcohol misuse group • YOT is involved in researching the needs of young people and providing alternative events to young people as part of the council’s overall programme of positive activities through the multi-agency working with the Youth Service and Substance Misuse Service • Prevention programmes delivered in schools to the young people identified at risk alcohol related offending

Protective & Preventative Services – Structure Chart (April 2012)



Appendix 3

YOT structure (April 2012)



Appendix 4

Risk register

Risk cause	Risk event	Probability (<i>low, medium, high</i>)	Mitigating action	Risk owner
Sustainability within the current economic/policy landscape	Budget overspend	High	Restrict budget spend. Seek additional funding. Allocate additional funds from the EIG and or offset from savings within departmental budget.	Head of IYS
Implementation of the COSR and potential rise in remands (The Custody budget is moving from the YJB to Local Authorities in 13/14. The financial formula has yet to be clarified by the YJB and the impact on Local Authorities is currently unknown)	Budget overspend	Medium	<p>Clear analysis of COSR trend. Implementation of compliance panels and case planning model.</p> <p>Analyse, track and monitor the securely remanded cohorts;</p> <p>Refer to the Remand Toolkit, liaise with the local partnership advisors;</p> <p>Engage the stakeholders in relation to the changes and responsibilities;</p> <p>Provide teams with initial</p>	YOT Manager

Risk cause	Risk event	Probability (<i>low, medium, high</i>)	Mitigating action	Risk owner
			briefings [see presentation for staff]	
Introduction of simplified remand framework, ending treatment of 17 year olds as adults for remand purposes	Increased number of LAC	Low	<p>Undertake analysis of trends for the past 3 years.</p> <p>LASPO training has been arranged for the YOT and Specialist Children Service.</p>	YOT Manager
Implementation of integrated plan (there is a lack of clarity in this area from the MOJ/YJB n	Multiple plans throughout the pan London compromising effective transfer between YOTs. Failure to provide accurate data to the YJB and the secure estate when young people are remanded or sentenced	Medium	<p>Work in partnership with London YOTs to agree principles and protocol to mitigate against problematic transfers.</p> <p>Trial the integration plan to identify further risks.</p> <p>Collaborative work with other YOTs to develop shared integrated plan model.</p> <p>Implement transfer of plans through connectivity.</p>	YOT Manager

Risk cause	Risk event	Probability (<i>low, medium, high</i>)	Mitigating action	Risk owner
			<p>Workforce development, training and support provided to facilitate effective use of new integrated planning framework.</p> <p>Scope up integration of revised plans with the YOIS.</p> <p>Reintegrate our thinking about risk and vulnerability and ensure we view the young person within the context of both risk and vulnerability</p>	
Trial of revised national standards	<p>Incongruence with YOIS wizards</p> <p>Transferring cases and differing implementation of National Standards for the quadrant YOTs impacting on effective young offenders management</p>	Medium	<p>Consult staff, other YOTs and court on local implementation of the revised national standards.</p> <p>Participate in the regional working group.</p> <p>Pilot the revised national standards in November</p>	YOT Manager

Risk cause	Risk event	Probability (<i>low, medium, high</i>)	Mitigating action	Risk owner
			<p>2012 to identify and remove any deficiencies. Nationally, changes to case recording systems will not be made during the trial, consider local adaptations.</p> <p>Brief the YOT Management Board and seek permission for trial. Advise the YOT Board of any additional risks identified during the pilot phase.</p>	
Extension and enhancement of the Intervention programme	Additional budget pressure	Medium	<p>Alignment with commissioning. Joint working with Youth Service, Safer Neighbourhood and volunteers to maximise the existing resources.</p> <p>Seeking additional funding, extending capacity via use of volunteers.</p>	YOT Manager
Implementation of youth caution	Increase in post sentence Youth Conditional Cautions	Medium	Partnership Support via seconded staff has been	YOT Manager

Risk cause	Risk event	Probability (<i>low, medium, high</i>)	Mitigating action	Risk owner
	impacting on capacity and capability		<p>maintained during 12/13</p> <p>Triage and final warning aligned with the YOIS and operational structure.</p> <p>Offer training to the Police regarding the implication of the YCC and changes to the current framework and information on operational procedures and benefits for triage and YCC</p> <p>Communication of LASPO changes to Safer Neighbourhood and custody sergeants</p> <p>Triage worker will be placed in the Police station between the high risk of offending time 16:00-18:00 once a week for guidance and support in the initial stages for the legislative change</p>	
Developing shared service	Disruption to the current	Medium	Proposal of service model	TBC

Risk cause	Risk event	Probability (<i>low, medium, high</i>)	Mitigating action	Risk owner
with Kingston, consolidation and change management process	service, adverse impact on staff morale, compromised not fit for purpose new service		and shared resourcing based on a robust business case and forecast. Risk register with detailed risk management plan in place to ensure smooth transition. Clear communication and consultation with staff.	

Appendix 5

Post inspection improvement plan

This plan has been signed off by the HMIP and the YOT partnership governance board in 2012.



**LONDON BOROUGH OF RICHMOND UPON THAMES
YOUTH OFFENDING TEAM IMPROVEMENT PLAN**
Inspection Report Publication Date: 22.2.2012



HMIP Recommendation	What will be done?	Who will do it?	Timetable for completion:	Review date and progress:
1 “A good quality assessment and plan, using ASSET, is completed when the case starts in particular the plan of work should reflect diversity needs, set appropriate goals, realistic timescales and be clearly sequenced”	100% of initial ASSETS (YOT assessment) will be quality assured by the YOT Manager or Assistant Manager in line with national standards.	YOT Manager	With immediate effect	<i>Note: all progress actions will be monitored on a monthly basis by the YOT Manager/Head of IYS, RAG rated and reported to the Assistant Director of PPS and the YOT Management Board on a quarterly basis.</i>
	Commission a refresh of diversity training for all YOT staff to attend.	Head of IYS	1 st May 2012	
	Ensure that Special Educational Needs checks are undertaken upon each ASSET to ensure these are taken into account within the assessment/intervention plan.	YOT Manager	With immediate effect	

HMIP Recommendation	What will be done?	Who will do it?	Timetable for completion:	Review date and progress:
	Ensure 100% completion by young people of the 'What do You Think' self assessment.	YOT Manager	With immediate effect	
	Train and up skill the referral order panel members in effective contract development, restorative justice conferencing and use of current YOT interventions programmes and reparation, to ensure all new contracts sufficiently address offending including <ul style="list-style-type: none"> • Personal relationships • Diversity • Learning needs • Actions within Risk Management Plans. 	YOT Manager	By February 2013	
	Review and redesign Intervention Plans so they are SMART and integrated with risk re-offending, harm and vulnerability management plans. Ensure that 100% of initial plans are quality assured to ensure that the learning style and diversity issues	YOT Manager	By 30 th May 2012	

HMIP Recommendation	What will be done?	Who will do it?	Timetable for completion:	Review date and progress:
	are inherent in the plans.			
	Ensure that 100% of assessments include a full assessment of victim safety.	YOT Manager	With immediate effect	
	Address quality deficits in custodial sentence plans to ensure they address offending-related factors/needs, health, learning and diversity needs, and integrate RMP sufficiently through practice meetings and quality assurance processes.	YOT Manager	By 30 th May 2012	
	Embed the Case Planning Meeting Model to enhance the quality of assessment/intervention plans, especially to ensure that they address need from a multi agency/collaborative approach. Review the effectiveness of the CPM.	YOT Manager	By 1 st June 2012	
	Implement new ASSET/ROSH quality assurance tool to assist with case management supervision and timely completion and reviews. Provide a quarterly performance summary analysis for the Head of	YOT Manager	30 th March 2012	

HMIP Recommendation	What will be done?	Who will do it?	Timetable for completion:	Review date and progress:
	IYS to identify improvement/gaps.			
2 “A good quality assessment of the individual’s vulnerability and Risk of Harm to others is completed at the start and reviewed following significant change, as appropriate to the specific case”	Implement consistent quality assurance of all RMP/VMP addressing quality deficits. Specific focus to be placed on: <ul style="list-style-type: none"> • roles/responsibilities • victim issues • multi-agency collaboration with relevant partner agencies. • quality of recording 	YOT Manager	15 th May 2012	
	New quality assurance tool will be implemented in line with national standards to assist with case management supervision and timely completion/review of VMP/RMP with 100% management oversight...	YOT Manager	30 th March 2012	
	All risk/vulnerability management plans will be countersigned upon completion within a maximum of 3 working dates.	YOT Manager	With immediate effect	
3 “As a consequence	Commission ROSH refresh training to address the identified deficits.	YOT Manager	30 th April 2012	

HMIP Recommendation	What will be done?	Who will do it?	Timetable for completion:	Review date and progress:
<p>of the assessment, the record of the intervention plan is specific about what will be done in order to safeguard the child or young person from harm, to make them less likely to re- offend, and to minimise any identified Risk of Harm to others.”</p>				
	<p>Through effective case management supervision, ensure all risk of harm is consistently reviewed following a significant change/incident.</p>	<p>YOT Manager</p>	<p>With immediate effect</p>	
<p>4 “Purposeful home visit are undertaken, as appropriate to the needs of the case and consistent with safeguarding needs and the risk of harm to others.”</p>	<p>Commission home visits training to ensure home visits are undertaken effectively and are meaningful. 100% staff will attend.</p>	<p>Head of IYS</p>	<p>30th April 2012</p>	
	<p>Home visits will be undertaken as a minimum every three months to ensure that all risk and vulnerability is incorporated into the review and planning process.</p>	<p>YOT Manager</p>	<p>With immediate effect</p>	
	<p>Home visits are undertaken in 100% of cases where the level of risk and vulnerability increases to high/very high.</p>	<p>YOT Manager</p>	<p>With immediate effect</p>	

HMIP Recommendation	What will be done?	Who will do it?	Timetable for completion:	Review date and progress:
	Home visits are undertaken in 100% of cases where parents are not engaged effectively with the intervention plan.	YOT Manager	With immediate effect	
5 “Management oversight is effective in ensuring the quality of assessment and plans to manage vulnerability of risk of harm to others and ensures that planned actions are delivered.”	<p>A new performance management tool will be implemented in line with national standards to assist with case management supervision and timely completion/ reviews of assessments, and plans, including VMPs/ RMPs.</p> <p>Effectiveness of management oversight will be monitored by the Head of the IYS on a monthly basis.</p>	YOT Manager/Head of IYS	15 th March 2012	
6 “Local recommendation: undertake validation of improvement plan and its impact.”	Commission/undertake an external case file audit, specifically focusing on the improvement areas identified by the CCI with the aim to validate the improvements made and feed any other recommendations into ongoing service improvement activities and planning.	Head of IYS	September 2012	

HMIP Recommendation	What will be done?	Who will do it?	Timetable for completion:	Review date and progress:
Name of person completing this plan:	Ivana Price	Designation:	Head of Integrated Youth Support Services	Date: 20.3.2012

Appendix 6

YOT Improvement action plan 2012/13

The YOT Improvement action plan should be read in conjunction with the Post Inspection improvement plan.

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
Preventing and reducing offending by children and young people.	Triage/Youth Conditional Caution	Review Triage arrangements and implement changes to improve service delivery including intervention procedures to link in with the YOT.	Prevention Manager (Lead) / YOT manager	June 2012-March 2013		
		Track Triage cases from Triage Years 1-2 (2010/12) in relation to re offending rates and provide analysis regarding projection for year 3	Prevention Manager (Lead) / YOT manager	June 2012-March 2013		
		Introduce the new legislative framework for any ' out of court ' disposals / impact on Triage by further	Prevention Manager (Lead) / YOT manager	June 2012-March 2013		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
		integration with the YOT				
	Enhance the Intervention Strategy	Develop mentoring provision for young people referred to YOT Prevention through our volunteer procedure.	YOT Manager/Assistant Manager prevention lead	By March 2013		
		Recruit into the Youth Work post secondment to enhance intervention programmes to meet the identified needs.	YOT Manager	By July 2012		
		Ensure all work with families within triage links to TYS/FIN and involves a Whole Family Approach and active referrals to relevant mainstream services.	Prevention Manager	Immediate		
	Tackle and prevent substance related youth offending	Develop and deliver substance misuse prevention programmes	Prevention Manager	Service Launch by Sept 2012		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
		<p>in schools.</p> <p>Recruit 2FTE workers, develop clear model of delivery in consultation with schools and treatment service and launch the Service.</p>				
	Engage young offenders in peer education to prevent re-offending.	Identify a group of young offenders and support the group to develop DVD as an educational resource to prevent offending.	ISSP Manager	June 2012		
	Reduce the number of breaches and re-offending for LAC.	Undertake an investigation into a LAC child's journey for the last 3 years cohorts to identify trends to inform remedy action	YOT Manager	September 2012		
Strengthen the work with high risk repeat offenders to	Revise Intervention Strategy to address key areas that impact on offending	Deliver the following additional programmes: Healthy Living Programme, KCPP	YOT Manager	October 2012		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
prevent re-offending.	behaviour and to provide staff with a menu of intervention focusing on the Scaled Approach principles	Knife Crime prevention programme, conflict resolution group work programme, transitions programme, boot camp, DYO programme and Custody CBT intervention to be sent to all young people in custody .				
		Improve ETE / Offending / Interventions – pilot This Way project in collaboration with Way to Work targeted hard core NEET young offenders to re-engage them with EET. Offer Youth Contract programmes to the identified NEET.	Education and Deter Worker	By December 2012		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
		Develop and embed Referral Order Offending Behaviour Group for more low risk YP (as part of RO programme)	YOT Manager	Programme to commence September – will need full implementation and review		
	Integrated approach to assessment, intervention planning and management of risk and vulnerability	Revise and embed case planning model on a monthly basis to monitor high risk of harm, vulnerability and likelihood of offending, alongside troubled families and those on the one remand.	YOT Manager	By December 2012		
		Develop TOR for the case planning model.	YOT Manager	July 2012		
		Launch the case planning panel meeting.	YOT Manager	August 2012		
	Development of IOM	Participate within strategic planning for	YOT Manager,	April 2012-		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
	model	IOM and ensure the Deter Work is effectively integrated within the new model	Head of IYS	March 2013		
Improving outcomes for victims	Increase use of Restorative Justice (RJ)	Align the RJ post within the workforce development with the YOT.	YOT Manager	April 2012		
		Train existing Referral Panel members with revised RJ approach and launch new branding of volunteers as Restorative Justice volunteers	YOT Manager/Assistant Manager prevention lead	February 13		
		Implement RJ readiness screening assessment	YOT Manager	June 2012		
		Integrate victim work within case management planning	YOT Manager	By August 2012		
		Establish and implement consistent tracking of Victim	YOT Manager/Assistant	By August 2012		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
		satisfaction via the database	Manager prevention lead			
		Develop and implement victim protocol in line with the victim code of practice.	YOT Manager	By July 2012		
		Develop and launch RJ DVD.	RJ Coordinator	By July 2012		
Ensuring that the safety, health and wellbeing of young offenders is maximised	Strengthen health interventions through effective collaboration to increase immunisation, reduce obesity, alcohol misuse, and prevent teenage pregnancy and STIs.	Ensure that each YP has screening / assessment of physical health needs by Nurse and monitor the uptake of screening/health interventions.	YOT Manager, YOT Nurse	From May 2012 onwards		
	Health education/prevention	Develop and implement 9 week healthy living programme for all yp scoring 2+, addressing	YOT Manager, and Specialist workers	December 12		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
		general physical health, substance misuse, emotional and mental health and lifestyle.				
	Implement effective transitions	Establish transition programme supported by the seconded youth worker to provide additional support at the point of discharge from YOT	YOT Manager	September 2012		
	Integrated planning and risk/vulnerability management	Develop and pilot integrated plans.	YOT Manager	August 2012 start		
	Risk management	Develop and implement risk register to identify and manage risk effectively	YOT Manager	By July 2012		
Strengthening capacity and capability	Safeguard capacity and strengthen capability	Develop change schedule plan to ensure changes are managed effectively introduced incrementally and on time and within existing capacity.	YOT Manager	June 2012		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
		Develop and maintain risk register to mitigate against adverse impact on capacity/capability	YOT Manager	April 2012		
		Provide social work student placement	YOT Manager	By March 2013		
	Effective use of volunteers	Develop and implement volunteer protocol.	Assistant Manager prevention lead/YOT Manager	April 2013		
		Develop newsletter and training for volunteers volunteer	Prevention lead Assistant Manager	From June 2012 onwards quarterly		
		Provide ASDAN accreditation for volunteers	YOT Manager, Assistant Manager prevention lead	From October 2012		
		Review and extend volunteering opportunities within the YOT beyond the referral panels, including involvement	YOT Manager, Assistant Manager prevention lead	By March 2013		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
		in case planning, intervention delivery, mentoring.				
	Strengthen performance, increase effectiveness and efficiency	Develop/implement effective case allocation protocol and produce case load monitoring information on a monthly basis for the Head of IYS.	YOT Manager	By August 2012		
		Develop and implement asset quality performance tracking tool and link this to individual performance	YOT Manager	April 2012		
	Court work	Develop joint working protocol for the new amalgamated youth court and monitor effectiveness of joint work.	YOT Manager	By June 2012		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
		Attend 6 monthly bench meetings to facilitate effective collaborative work and support for Courts	Assistant Manager with ISSP responsibilities	Ongoing		
	Efficiency, sustainability	Progress development of shared service model with a clear proposition in place.	Head of IYS	September 2012		
Increasing awareness and confidence in the youth justice system	Engagement of service users in service review, delivery and decision making	Ensure effective completion of End Of Supervision Qs through the transition group and independent feedback volunteers	YOT Manager			
		Implement customer satisfaction survey for young offenders to establish customer satisfaction and obtain feedback to inform future service delivery	YOT Manager	By October 2012		
		Recruit and engage service users in production of education	Assistant Manager with ISSP	By June 2012		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
		DVD on crime prevention.	responsibilities			
	Increase awareness of the work of YOT	To commence welcome days as part of the corporate Richmond induction for any Richmond Council employee.	ISS Court Led ISS Assistant Manager	31.9.2012		
	Promote good practice	Host the Pan London YOTs and YJB to an event to show case the YOT DVD and other integrated interventions and services and ensure that practice is logged and accessible from the Effective Practice	YOT Manager, Assistant managers	20.9.2012		
	Readiness for any unannounced Short Quality Inspection – re Risk of harm to	Two YOT officers identified to undertake HMPI/Ofsted local	YOT Manager	By December 2012		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
	others / likelihood of reoffending and thematic visits	<p>assessor training</p> <p>Undertake Quarterly thematic audits of 25% of the files to inform service improvement</p> <p>Continue to review Quality assurance tools and provide monthly management reports</p>	YOT Manager	April 2012- March 2013		
	Workforce development	Tier 2 substance misuse support training provided to all staff.	YOT Manager	By November 2012		
		All new staff will attend PPS induction core training.	YOT Manager	Ongoing		
		Each staff member will have identified and addressed their training needs.	YOT Manager	Ongoing		

Strategic priority	Area for improvement	Actions	Lead Officer	Target Date	Rag rating	Progress
		<p>Team training/planning day implemented.</p> <p>Regular team meetings (once a fortnight) and practice meetings (once a month) take place</p>	YOT Manager	August 2012		

