



Lancashire Youth Offending Team  
Service Continuous Improvement Plan 2013/14  
Children and Young People Directorate

## Contents

	<u>Page Number</u>
Contents	2
Glossary	3-4
Introduction	5
Challenges	6
Performance	6-7
Service Priorities for 2013/14	8
Excellence standards	9
Resourcing and Workforce Development	9-11
Reducing First Time Entrants	12-13
Reducing reoffending	14-16
Reducing the use of custody	17-19
Cutting Cost Priorities	20-24
Risks to future service delivery	25

## Glossary

<b>APIS</b>	Assessment, Planning, Intervention and Supervision	<b>LSCB</b>	Lancashire Safeguarding Children Board
<b>ASB</b>	Anti Social Behaviour	<b>LYJMB</b>	Lancashire Youth Justice Management Board
<b>ASSET</b>			
<b>CAF</b>	Common Assessment Framework	<b>MAPPA</b>	Multi Agency Public Protection
<b>CAMHS</b>	Child and Adolescent Mental Health Service	<b>NI</b>	National Indicators
<b>CJS</b>	Criminal Justice System	<b>NS</b>	National Standards
<b>CLA</b>	Children Looked After	<b>PCC</b>	Police and Crime Commissioner
<b>CMR</b>	Case Management Review	<b>PQMG</b>	Performance, Quality and Management Group
<b>CSC</b>	Children's Social Care	<b>QA</b>	Quality Assurance
<b>CYP</b>	Children and Young People	<b>QIG</b>	Quality Improvement Group
<b>ETE</b>	Education, Training or Employment	<b>RJ</b>	Restorative Justice
<b>HIST</b>	Health Information Sharing Tool	<b>ROSH</b>	Risk of Serious Harm
<b>HMIP</b>	Her Majesty's Inspectorate of Probation	<b>SAVRY</b>	The Structured Assessment of Violence in Youth
<b>IOM</b>	Integrated Offender Management	<b>SCR</b>	Serious Case Review
<b>IRS</b>	Integrated Resettlement Service	<b>SLA</b>	Service Level Agreement
<b>KEEPs</b>	Key Elements of Effective Practice	<b>WTWF</b>	Working Together with Families
<b>LA</b>	Local Authority	<b>YJB</b>	Youth Justice Board
<b>LCC</b>	Lancashire County Council	<b>YJILS</b>	Youth Justice Interactive Learning Space
<b>LCJB</b>	Lancashire Criminal Justice Board	<b>YOT</b>	Youth Offending Team
<b>LYOT</b>	Lancashire Youth Offending Team	<b>YRO</b>	Youth Referral Order

### Key to Lead Initials

<b>Name</b>	<b>Title</b>	<b>Name</b>	<b>Title</b>
<b>Allan Miller (AM)</b>	Service Manager	<b>Melissa Tait (MT)</b>	Graduate Management Trainee
<b>Anne Ashworth (AA)</b>	Service Manager	<b>Mukhtar Master (MM)</b>	Performance and Information Manager
<b>Anne Baldwin (AB)</b>	Workforce Development Manager	<b>Naomi Blackwell</b>	Graduate Management Trainee
<b>Carolyn Oxtoby (CO)</b>	Youth Justice Senior Manager	<b>Practice Managers (PMs)</b>	LYOT Practice Managers
<b>Charlotte Norris (CN)</b>	Performance and Information Support Officer	<b>Sarah Callon (SC)</b>	Practice Manager
<b>Colin Clements</b>	Practice Manager	<b>Service Managers (SMs)</b>	LYOT Service Managers
<b>Hayley Pickthall (HP)</b>	Performance and Information Support Officer	<b>Sharon Birkbeck (SB)</b>	Business Support Manager
<b>Julie Cummins (JC)</b>	Service Manager	<b>Shirley Johnson (SJ)</b>	Service Manager
<b>Kevin Burn (KB)</b>	Practice Manager	<b>Stasia Osiowy (SO)</b>	Head of Youth Justice, Fostering and Adoption Services
<b>Lisa Gregoire-Parker (LGP)</b>	Youth Justice Senior Manager	<b>Teresa Fox (TF)</b>	Practice Manager
<b>Lorraine Grice (LG)</b>	Youth Justice Senior Manager	<b>Valerie Watson (VW)</b>	Service Manager
<b>Louse Cayton (LC)</b>	Practice Manager		

## Introduction

Lancashire is the third largest Youth Offending Team (YOT) in the country and is part of Lancashire County Council's Children and Young People Directorate. Its primary function, overseen by Lancashire's Youth Justice Management Board, including our statutory partners and representatives from the Local Authority is to:

- Prevent Offending
- Reduce Re-offending and harm
- Reduce the number of young people entering custody
- Increase victim and public confidence

The YOT employs in the region of 130 whole time equivalent staff, of which a proportion is seconded from partner organisations including the Police, Probation and Health Services. The YOT also has a strong volunteer workforce which contributes in the main to work that the service undertakes with young people subject to Reparation and Referral Orders. The YOT also commissions, directly or through partnership, a range of other service provision including appropriate adult, triage and enhanced bail arrangements. The YOT's priorities are supported through the Children and Young People's Trust arrangements and Lancashire's Criminal Justice Board. The YOT supports the priorities of the Community Safety Partnership and the Police and Crime Plan.

The YOT works with children and young people deemed to be at risk of offending and/or anti social behaviour, with the specific purpose of stopping their progression into the youth justice system. The majority of the service's work involves the assessment, risk management and supervision of young people involved in criminal behaviour.

During 2012/13 the YOT has had two HMIP inspections; Thematic Inspection on Young People who Sexually Harm and a Short Quality Screening Inspection. There are various recommendations that have been set out in the reports, following the inspection, and these are prioritised within this plan. The key priorities for 2013/14 will be safeguarding, vulnerability, assessments, interventions and reviews.

Lancashire YOT's Service Continuous Improvement Plan embraces and supports the priorities and values of the Children and Young People's Plan, Lancashire Improving Futures Strategy and the Children Looked After Strategy.

The YOT is fully committed to supporting 'The Lancashire Way' and will ensure that staff are recognised for their good work, that staff are encouraged to share ideas and are offered opportunities for learning. Staff will ensure their behaviour is a positive influence to others within the service, our partners and the children and young people we work with on a day to day basis. The YOT provides a fair and equitable service. The YOT is a learning organisation which bases its culture on a foundation of valuing difference, supporting change and promoting an open & honest approach.

## Challenges

The year of 2012/13 has been a challenging year. As with the previous year there have been ongoing reductions in the budget. Financial challenge is a priority for the YOT and partners going forward. It is envisaged that the YOT Efficiency Board, represented by all the service's financial partners, will assist in the management of these challenges. This however will not be done in isolation of wider financial challenge within the Children and Young People Directorate of LCC. The YOT will use the Activity Review that was undertaken in 2012/13 to assist in reviewing and revising service delivery and functions.

The YOT continues to work with its partners and the unitary YOTs, in Lancashire, to develop where appropriate a collective approach, to prepare for upcoming financial reductions. One example of this the recent successful bid to the Police Crime Commissioner, to provide a Pan Lancashire Triage service to reduce the numbers of first time entrants for the part transfer of funding to the PCC.

Lancashire YOT has implemented the changes of the recent changes to legalisation; Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO). Work continues to be undertaken with the YOT and Children's Social Care in order to deliver effective and efficient services to young people who are remanded. The YOT are preparing for further changes regarding Youth Cautions and Conditional Youth Cautions that will replace Reprimands and Final Warnings on 1<sup>st</sup> April 2013. The Anti-Social Behaviour Bill may also draw implications for the YOT and work on this has now commenced in consultation with partners. All the aforementioned developments could draw implications on resources within the YOT going forward and this will be monitored and responded to accordingly.

## Performance Management

The YOT prioritises performance management, including quality assurance. As such, the YOT have instilled a strong performance management culture within the organisation.

The YOT continue to be in the 4<sup>th</sup> Quartile in terms of reoffending. As a way to respond to this the YOT have developed a Recovery Action Plan; all actions are within this plan.

The YOT will use the data that has been gathered from the unit costing exercise and indeed the performance analysis meetings to establish best practice, impact of service delivery and areas for improvement.

In 2011/12, the YOTs performance against the three National Youth Justice Indicators is as follow (*please note: 2012/13 data is not available at time of writing this report due to it being before the year end*)

1. First Time Entrants to the Youth Justice System - (Jan'11-Dec'11) – 867 young people per 100,000 of 10-17 year old population;
2. Reoffending of young people in the Youth Justice System - (Oct'09-Sep'10, Cohort D) – 39.8%;
3. Use of Custody for young people – 0.74 young people per 1000 of 10-17 year old population (2011-12);

The priority work areas to support continuous improvement for 2013/14 include further development and embedding of local performance measures for:

- Education Training and Employment;
- Restorative Justice;
- NEET;
- Triage Reoffending

Together with this the YOT will continue to:

- Ensure effective local reporting for the three Youth Justice Indicators;
- Further develop the YOT Performance Management Framework;
- Further develop and embed the 'Analysis' meetings within the teams;
- Develop the new Case Management Review system in line with quality assurance and measuring impact;
- Implement and monitor the Recidivism Recovery Action Plan;
- Implement the new National Standards due in April 2013;
- Develop the required systems and processes in line with statutory changes outlined with the LASPO Act;
- Further develop the Unit Costing to support organisational efficiencies;
- Review organisational workforce planning

### Service Priorities for 2013/14

In continuing to deliver safe and effective services for children and young people which are fair and equitable, the YOT will give priority to the following:

**Reduce first time entrants:** develop an effective Pan-Lancashire Triage service and reduce the rate of first time entrants

**Reducing recidivism:** the YOT will implement the recidivism recovery plan

**Reducing Custody:** the YOT will provide robust alternative to custody packages for those at risk of receiving a custodial sentence who are assessed as being able to be managed in the community

**Continuing to reduce the number of young people remanded to custody:** develop the Enhanced Bail Support package in line with business need.

**Supporting the needs of Children Looked After:** the YOT will continue to address the needs of children looked after and work closely in partnership with Children's Social care; exploring opportunities to streamline functions and resources within the two services and explore opportunities to work more efficiently and effectively



**Preparing the service for further changes and challenges to funding arrangements:** continue to monitor developments and establish plans in order to respond in a timely manner to increasing reductions in finance. Build on the findings of the Activity Review to realign service delivery and functions to reduce duplication and cost

**Inspection recommendations:** the YOT will implement the inspection recommendations in line with the recommendations that have been highlighted from the YOT unannounced audits (2012/13)

**The YOT will continue its commitment to seek the views of children and young people to inform service provision in Lancashire**

## Excellence Standards

Lancashire YOT in consultation with staff has agreed a set of excellence standards. All staff will work towards the delivery of the standards which aim to achieve the provision of an excellent service to children, young people and their families.

Lancashire YOT has agreed to undertake the following to service users:

We will listen to you

We will show you respect and behave professionally at all times

We will respond promptly and strive to deliver an excellent service to you

We will be open, honest and keep you involved and informed

We will treat every child and young person as an individual

We will do our best to keep you safe

We will work together with other services and share information to support you and deliver success

We will support you to make a positive difference to you, your family and your community

We will help you to try to achieve your best

## Resourcing and Workforce Development

The YOT continues to support the principle of recruitment and continuous development of young people. To date the service has recruited Business Administration Apprentices, Workstart/Workstart+ and graduate placements. A review of current business processes to facilitate an efficient and effective communication system (internal and external), informing the business continuity plan and ensuring compliance will also be undertaken. A review and update of all role profiles, specifically prioritising a review of all manager role profiles in line with EPR and including relevant competency standards will be undertaken. In line with the Business Support Review which was undertaken in 2012/13 a review of central Business Support function will be conducted in conjunction with workforce planning to provide a efficient and effective service across YOT, Fostering and Adoption central business support team.

Health & Safety and Premises Management continue to be an integral item on all management team agendas to ensure the service is compliant.

The management of attendance, in particular long-term absence has continued to improve during 2012/13. The service will now also focus on the management of short-term repeated absence, review current working arrangements of staff in concurrence with the health and well being of staff and service delivery.

Current developments are in place to provide local team situation reports. These will be provided on a monthly basis. The report will provide 'current' information on both internal and external activity that may impact on service delivery.

The Annual Learning and Development Plan in support of the Service Continuous Improvement Plan 2013/14 incorporate a range of learning and development opportunities to support managers and staff. There are three priority areas for 2013/2014:

- Safeguarding and Vulnerability
- Assessment
- Planning Interventions

Priority	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
Effective staff supervision, learning and development	To implement LYOT's learning and development plan  Implement the revised staff supervision procedures	LG/AB	March 2014  6 month review	
To manage change and impact on finance and resources	Continuation of the Efficiency Board to develop consistency in the decision making process of the YJMB and oversee development of Unit costing.	SO	Quarterly meetings	
	Further implementation of the Workforce planning action plan	CO/MM	March 2014  6 month review	
	To explore opportunities for service redesign, functions, roles and responsibilities in line with financial reductions for 2014/17  Develop the opportunities with partners and measure impact	SMT/SMs/PMs	Action on-going  Review October 2013	
To ensure role profiles are fit for	Revise and update role profiles for all posts prioritising all managers	LG/AB/VW	December 2013	

purpose	roles including relevant competency standards			
To have effective business support functions	To implement the recommendations of the business support review (2012).  Review and revise the action plan for business support	SB/WW	December 2013  June 2013	
To ensure effective absence management	Develop robust system to monitor and manage short term repeated absences	SB	October 2013	
To have an effective internal communication system	To implement the internal communication action plan	MM	June 2013	

### Reducing First Time Entrants

The YOT has reviewed its Prevention Strategy in line with the LAPSO Act. The strategy has been revised to include Early Support; Prevention and Early Support Strategy. Previous prevention resources have been integrated in to the teams to develop a function that will contribute and support the Lancashire's Improving Futures Programme and the Multi Agency Safeguarding Hub (MASH). In order to support the reduction of first time entrants a Pan Lancashire Triage Service has been developed and funded by the Police Crime Commissioner.

Priority	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
To provide an effective Pan Lancashire Triage Service	Launch Triage Service Pan Lancashire to teams in April 2013 to ensure Triage process is clearly	LG	Quarterly contract monitoring meetings.	

	defined and understood by all staff		50 triage cases for Lancashire per quarter.	
	Intervention feedback form to be implement and used in all cases and fed into wider user participation developments	LG	Quarterly contract monitoring meetings.	
	To challenge all inappropriate criminal justice decisions to avoid any prosecutions and develop consistent service to support de-escalation.	LG	Quarterly contract monitoring meetings.  Monitoring numbers that are deescalated.	
To provide early intervention to support reduction in reoffending rates.	YOT Workers to assess all Young People reprimanded (Youth Caution) and provide intervention to those that reach an agreed Pan Lancashire threshold	LG	To offer a screening assessment to 100% of all Young People receiving a Youth Caution  To work with 40% (Youth Caution)	
	Develop early support pathways for those Young People assessed as likely to reoffend.	LG/CC	December 2013	
	Develop process flowcharts into all relevant support agencies	LG/CC	December 2013	
	To embed the CAF into practice in line with wider LCC developments	LG/CC	December 2013	

	Develop promotional material for Youth Cautions relevant for Young People, parents/carers and agencies. Information to be made available in all relevant venues (courts, police stations etc)	LG/CC	June 2013.  June 2013	
--	---	-------	-----------------------------	--

### Reducing Re Offending

The YOT is committed to managing risk of re-offending jointly with partners through Pan Lancashire Integrated Offender Management (IOM) processes. The YOT will continue to be central to multi agency work in supporting young people to reduce their risk of re-offending and promoting their wellbeing by working within criminal justice, community safety, Children's and Young People's Trusts and safeguarding systems and processes.

The YOT's programme development plan has been continually monitored and reviewed, in 2013/14 the group will focus on holistic intervention planning for young people supporting the implementation of the revised Case Management Review process. A volunteer mentoring scheme will be developed to support young people's engagement in service delivery.

Services to children looked after (CLA) will be reviewed and improvements identified, through implementation of the protocol within residential units, developing the CLA pathway, including children looked after in custody. A further development will be through the enforcement group, improving the approach to enforcement to promote compliance, engagement and collaboration with sentencers on constructive responses to enforcement prosecutions.

A Reoffending Recovery Plan has been developed This plan has the following priorities and actions within it.

Priority	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
To ensure effective programmes for out of court disposals	To monitor and evaluate the revised Final Warning Programme and apply the programme to Youth Conditional Cautions	LG/CC	Quarterly monitoring of recidivism information – reducing	

	Agree recording of out of court disposals		reoffending by 3%. June 2013	
To ensure targeted effective service delivery to young people who continue to offend	To identify the individual young people who are at greatest risk of reoffending for each team	MM  Service Managers	Quarterly monitoring of repeat offenders through local team analysis reports – reducing reoffending by 3%.	
	Agreeing a team approach to delivering interventions for the identified young people who repeatedly offend	CO/KB	October 2013	
	Develop and deliver offending behaviour group work to identified repeat offenders as appropriate	CO/KB	December 2013	
Young people known to the YOT attending positive activities in the local community.	County Volunteer co-ordinator to develop mentoring scheme to identify local activities and support young people attending positive activities	Volunteer Co-ordinator	October 2013 each team to have one active mentor.	
	Enhance engagement with locally commissioned Young People Service activities	SM/PM	March 2014 two mentors per team.	

	Develop effective links with communities, faith groups and the voluntary sector to support young people away from their offending behaviour. To develop 'Community Champions' in each YOT Team.	SM/PM	September 2013 1 Community Champions in each local team	
Effective Compliance Panels	Set up monitoring system to record effectiveness of compliance panels	CO/MM	5% reduction in breach Court proceedings 6 monthly report	
To have established Restorative Justice approaches to assist the reduction of recidivism rate	To Implement actions plans in local teams and monitor impact	LG/WW	Restorative Approaches to be considered in 100% of assessments and interventions 6 monthly review	
To effectively manage young people who commit violent offences	To embed SAVRY into the risk management assessment of young people  To ensure case supervision and appropriate consultation is in place to assist with the SAVRY assessment and plans for intervention	LGP/SC	SAVRY assessment to be applied to 80% of violent offences  June 2013	
To effectively manage	To review and revise procedures and	LG/JT	October 2013	



young people who commit sexual offences	provision in line with the recommendations from the North West Sexual Abuse Consultancy			
---	---	--	--	--

### Reducing the Use of Custody

In 2013/14 the total costs of remanded young people in custody will transfer to the Local Authority. To support the reduction of young people remanded into Local Authority Accommodation and the secure estate; the YOT is working in partnership with Child Action North West to effectively deliver the Enhanced Bail Support Scheme. The YOT will work closely with partners, in particular, Children Social Care with children and young people who are remanded and become 'looked after' to maximise the effective use of assessments and interventions to maximise positive outcomes and minimise the financial impact. Two YOT practitioners will be seconded into Hindley HM Young Offenders Institute for a period of two years to support effective custodial sentence planning and reintegration back into the community.

Priority	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
Consistent and effective ISS service delivery	Review current practice and consider ways of ensuring a '7 day' provision.	CO/LS	ISS provision (7 days per week) available in each locality by March 2014.  'Pilot' area by October 2013	
Effective and efficient service delivery for managing 'Children Looked After' in custody	Develop integrated practice across all districts between YOT/CSC practitioners –aligning resources, streamlining functions and reducing duplication  Implement findings from recent	CO  CO	To have procedures embedded and operational by June 2013  (YJB guidance to	

	HMIP Inspection on transfers and CLA		inform procedure by May 2013)	
Effective service delivery to Courts to support appropriate sentencing	To provide robust alternative to custody interventions; fully engaging families/carers in this process	Service Managers/ Practice Manager	All assessments and intervention plans to include families and carers	
	To review all cases where custody was the outcome (sentenced or remand)	Service Managers	Conduct 'reviews' on all custody cases. To be embedded into practice by June 2013	
	Develop a more robust system, for Quality Assurance of reports	SC	Full implementation of these standards and systems by July 2013	
	Local teams to develop reflective analysis on custody cases	CO/Service Managers	Reduce use of custody target - 5%	
Shared ownership of intervention plan with secure estate	To develop new role of seconded YOT workers within HM YOI Hindley.	CO/JC	Quality joint intervention plans by October 2013 measured through Quality Assurance process	
	To embed the principles of the	TF	100 % of all Young	

	<p>transition framework into sentence planning</p> <p>Develop monitoring system to ensure all young people identified have transition plans in place.</p>	TF	People identified are adequately prepared for transition	
National standards of custody consistently applied	Implement new National Standards for custody	CO	Measured through YOT Performance Management Framework	
An effective Enhanced Bail Support Scheme	<p>To effectively implement scheme in local teams</p> <p>To ensure appropriate referrals</p> <p>To promote to key stakeholders</p>	CO	<p>50 young people at any time depending on level of service offered to each individual.</p> <p>Monitoring:-</p> <p>Number of referrals</p> <p>Number of interventions delivered</p> <p>Number of successful interventions</p> <p>Reducing remand to custody by 5%</p>	

Cross Cutting Priorities				
Priority	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
To have an effective Case Management Review (CMR) Process	Implementation, monitoring and review of the revised CMR process	LGP/SC/PMs	Revised CMR to be undertaken on 100% of new disposals  80% of young people subject to YRO's (including families) participate in live reviews. Review October 2013	
	Quality assurance tools to be used to monitor APIS documentation	LGP/SC	June 2013	
	Determine which National Standards of the Freedom and Flexibilities will be implemented in the YOT and implement changes	SMT/MM,/SC	October 2013	

	Communicate across the organisation the developments in relation to APIS and plan for change	LGP/SC	March 2014	
Fully participate in Lancashire Improving Futures Programme	YOT practitioners to engage and act as the lead professional, as appropriate, in line with the Working Together With Families model (WTWF)  Embed a family assessment approach when undertaking an ASSET	SMT/SM's/PMs  SMs/PMs	10% of 'WTWF' families to be engaged with YOT  50% of all YOT practitioners are trained and confident in role of lead professional March 2014 5% to have a lead professional role  90% of first assessments to have home visit	
Understand and learn from the inspection frameworks/process	YOT to attend and contribute to wider CYP Quality Assurance/Inspection forums  Implement and monitor inspection actions	SMT  SMT/SC	90% attendance at the wider CYP forums  Actions to be monitored at SMT	
Consistency in the delivery of functions across the organisation	Implement agreed consistent team structures/functions across the YOT	SMT/SMs/PMs	October 2013	
To ensure practice is informed by evidence	To develop and implement actions plans in local teams and monitor	Service Managers	To have 4 workshops	

based assessment, prioritising Solihull approach	impact, including implementation of Solihull approach		delivered by 31st March 2014	
Effective service delivery	<p>Implement recommendations from the recently completed YJB Self Assessment, SQS Inspection and Thematic Inspection on Young People who Sexually Harm.</p> <p>To review YJB toolkits and consider issues for implementation.</p> <p>Each of the following toolkits to be undertaken (if not already completed) and outcomes considered for service developments/improvements</p> <ul style="list-style-type: none"> <li>• Breach Toolkit</li> <li>• Disproportionality Toolkit</li> <li>• Education, Training and Employment Toolkit (Wales and England versions)</li> </ul>	<p>SMT/SMs/PMs</p> <p>LGP/SC</p>	<p>Develop action plan by June 2013; to be monitored through SMT</p> <p>Full review to be completed by June 2013 and outstanding tool kits to be prioritised, as appropriate, by December 2013</p>	

	<ul style="list-style-type: none"> <li>• Parenting Toolkit</li> <li>• Programme Development and Evaluation Toolkit</li> <li>• Casework quality assessment tool</li> <li>• Remand Toolkit</li> <li>• YOT Structures Toolkit</li> <li>• Victims Toolkit</li> </ul>			
To ensure young people known to the YOT have access to appropriate health services	To implement, monitor and review the actions identified in the Youth Justice Health and Well Being transformation programme. Delivered within the five task and finish groups	CO	Task and finish groups to report to the Youth Justice Strategic Health group	
To ensure progression in learning and a reduction in learners who are NEET (not engaged in education, employment or training)	To have robust systems and support mechanisms in place which will provide all young people with the opportunities to successfully access education, training and employment	LGP/JC	75% in EET at start of YOT programme to remain in EET at end of programme  To target all NEET starting YOT programme to achieve 10% in EET at end of programme.	

Effective operational working relationships with partner agencies	To develop good practice guidance on information sharing	CO/MM	December 2013	
To ensure all staff understand safeguarding and related thresholds	Establish a focus group of YOT Social Workers to support understanding of CSC thresholds, and development of Social Workers (including Managers) in child care practice/legalisation	LG	June 2013	
	Develop an action plan to respond to the identified areas as highlighted in internal unannounced audits and HMIP inspections	LG	June 2013	
All managers to understand the implications of the Anti-Social Behaviour Bill	To review implications for YOT of the Anti-Social Behaviour Bill and develop supporting action plan	LG/CC	June 2013	
To ensure all service level agreements are fit for purpose	Review and revise service level agreements and secondment arrangements	SMT	March 2014	
Effective User Participation to inform service delivery	User Participation champion and programme development lead to develop and implement a feedback process in line with live reviews	LG	Ensure 80% of all young people, parent and carers to engage meaningful feedback re their intervention.	
	Participate in the Service User Take		November 2013	



	over week	LG/MT		
Effective service delivery based on evidence from the UCLAN/YOT research	To ensure the findings from the UCLAN/ YOT research into why Young People offend is integrated into future service delivery  Findings to be shared with partner agencies	LG/SC  LG	October 2013 (ongoing) Monitored through the monthly User Participation group	
To have effective transition for young people into Lancashire Probation Trust	To implement the recommendations from the Probation/YOT review  To link to LCJB reducing reoffending board's Women's Strategy. To contribute to the identification, capture and scope the provision for young girls at risk of transition into adult services	LGP/TF  LGP/TF	October 2013  March 2014	
Performance Management Framework to monitor 2013/14 targets	to be reviewed and revised to reflect productivity targets for 2013/14	CO/MM	June 2013	

<b>Risks to Future Delivery</b>		
<b>Risk Identified</b>	<b>Level of concern</b>	<b>Action to be taken</b>
Partnership funding and YJB reductions	4	To be monitored and appropriate action taken through Efficiency Board
Transfer of previous Home Office grants	4	Work with unitary colleagues and Youth

to the Police and Crime Commissioner and impact of FTE rate		Justice Management Board to reduce risk of financial cuts in 2014/15
The transfer of full costs of custodial remands to LA	4	Implementation of third sector enhanced bail support package. Work with CSC to agree lead professional responsibilities.
Changes in legalisation – LASPO and Anti-Social Behaviour Bill and impact on resources; additional responsibilities on YOT	3	Monitor implications and impact on resources. Review and revise team structure and functions to respond to potential increase.