

Appendix 'A'



Lancashire Youth Offending Team  
Service Continuous Improvement Plan 2014/15  
Children and Young People Directorate

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## Glossary

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

**Key to Lead Initials**

<b>Name</b>	<b>Title</b>
<b>Stasia Osiowy (SO)</b>	Head of Youth Justice, Fostering and Adoption Services
<b>Lisa Gregoire-Parker (LGP)</b>	Youth Justice Senior Manager
<b>Carolyn Oxtoby (CO)</b>	Youth Justice Senior Manager
<b>Julie Cummins (JC)</b>	Service Manager
<b>Shirley Johnson (SJ)</b>	Service Manager
<b>Allan Miller (AM)</b>	Service Manager
<b>Sarah Callon (SC)</b>	County Practice Manager
<b>Mukhtar Master (MM)</b>	Performance and Information Manager
<b>Sharon Birkbeck (SB)</b>	Business Support Manager
<b>Teresa Fox (TF)</b>	Practice Manager
<b>Hayley Dickson (HD)</b>	Volunteer Co-ordinator
<b>Senior Management Team (SMT)</b>	LYOT Senior Management Team
<b>Service Managers (SMs)</b>	LYOT Service Managers
<b>Practice Managers (PMs)</b>	LYOT Practice Managers

## 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 through the Governance arrangements of Lancashire's Youth Justice Management Board, 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 112 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.

Lancashire YOT has robust governance arrangements through its Management Board, currently chaired by the Interim Executive Director of Children's Services. The Management Board meets on a quarterly basis and representatives include our statutory partners, the Office of the Police and Crime Commissioner, the Head of Children's Social care, Director of Public Health Improvement and senior representatives from the Courts and other services within the Directorate of the Local Authority. The YJMB reviewed its membership and function during 2013 and retains its focus on the quality of performance and delivery.

The Head of Service is a member of the Directorate's Extended Leadership Team and therefore Youth Justice is an integral part of wider developments in improving service delivery and outcomes for children and families. Service Management meetings are currently held on three week basis with both senior and service managers in attendance. The introduction of these meetings during 2013 enabled the management team to focus on the key priorities, support the level of change across the organisation and continue to implement service delivery alongside a whole change programme.

The key priorities for 2014/15 have been informed by the outcome and recommendations of the YJB Self-Assessment that was completed in 2013. In addition to the priorities as set out in the Children and Young People's Plan, the HIMP Criminal Justice Inspection Plan and the YJB Corporate and Business Plan. The key priorities are as follows:

- Safeguarding
- Performance and quality management
- Reducing re-offending
- First time entrants and alignment with the wider (Lancashire County Council and Lancashire Constabulary) Early Support strategy/developments
- Victims and restorative justice
- Resource management and value for money
- Effective preparation for the implementation of AssetPlus.

The YOT is fully committed to supporting the engagement of children, families, staff and its volunteers. Staff are encouraged to share ideas and are offered opportunities for learning. Staff 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 through its commitment to workforce planning. 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

As with the previous years, managing the fiscal challenge remains a priority for the YOT and partners throughout 2014/15. The YOT will see a reduction in management posts from April this year, alongside other staff within the service. The YOT has supported the reduction in staffing through the Voluntary Redundancy process in line with the offer from Lancashire County Council. In doing so, the service has taken into consideration the need at this stage to retain Social Worker posts and managers. However, the YOT alongside other children's services is part of a system re-design programme in which alternative models of delivery will be introduced in order to meet statutory requirements set against a significant reduction in budget.

To support these changes, a number of activity reviews have been undertaken which has enabled aspects of our work to be delivered differently. Further activity reviews will be undertaken as part of the system re-design programme.

The YOT continues to work with its partners and the unitary YOTs, in Lancashire, to develop where appropriate a collective approach to managing the financial challenge. One example of this is the second 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 is also working with its partners following the implementation of the Youth Cautions and Conditional Youth Cautions that have replaced Reprimands and Final Warnings.

Additional challenges will include the introduction of the management and delivery of unpaid work from June and the introduction of ASSET PLUS together with a new IT system across the directorate for Social Care. The YOT is preparing itself for these changes.

## 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 continues to be in the fourth quartile for reoffending, albeit has made a small improvement in reported figure for the rate of re-offending. As such it is one of the first YOTs to be involved in the YJB's Re-offending Project which will provide an opportunity for further analysis of information. The YOT continues to perform well in reducing first time entrants and in reducing levels of custody.

In 2012/2013, the YOTs performance against the three National Youth Justice Indicators is as follow (*please note: 2013/14 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 - (April 2012-March 2013) – 672 young people per 100,000 of 10-17 year old population;
2. Reoffending of young people in the Youth Justice System - (January 2011 – December 2011, Cohort I) – 40.3%;
3. Use of Custody for young people – (April 2012-March 2013) - 0.44 young people per 1000 of 10-17 year old population;

During 2014/15 the YOT will continue to:

- Ensure effective local reporting for the three Youth Justice Indicators;
- Further develop the YOT Performance Management Framework;
- Implement the revised Case Management Framework in line with quality assurance and measuring impact;
- Review organisational workforce planning
- Monitor and review the flexible National Standards



## Service Priorities for 2014/15

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:** Continue to develop a more robust, effective and efficient Pan-Lancashire Triage service with increased funding from the Police Crime Commissioner, and reduce the rate of first time entrants

**Reducing recidivism:** Continue to develop the re-offending tally and the analysis of this data. The YOT will implement the YJB Re-offending project action plan and be an active part the national Reducing Reoffending Reference Group facilitated by the YJB.

**Reducing Custody:** The YOT will provide robust alternative to custody packages for those at risk of receiving a custodial sentence; those assessed as being able to be managed in the community. The YOT will continue to reduce the number of young people remanded to custody working in partnership with the Enhanced Bail Support Scheme.

**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; further developing ways to streamline functions and resources within the two services and continue to explore opportunities to work more efficiently and effectively.

**Preparing the service for further changes and challenges to funding arrangements:** The YOT will continue to be integral in the work of the directorate system re-design for children and families and contribute to the development and implementation of any new proposed model. The YOT's governance arrangements will enable careful planning and decision making in order to support the service to manage any further budget reductions.

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

## Resourcing and Workforce Development

### Business Support

The YOT continues to support the principle of recruitment and continuous development of young people. To date the service has recruited Business Administration Apprentices and Workstart/Workstart+. 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 has commenced and is on-going. A review of Central and Team Business support functions has been conducted in conjunction with workforce planning. However, in light of the financial challenges and the Council's offer regarding Voluntary Redundancy, a further review of Business Support and Performance has been very recently completed. This will be considered in due course alongside service demands.

Priorities:

- Health & Safety – A Health & Safety Audit Schedule will commence for YOT, across all teams as per procedures during 2014/15.
- Absence Management – Guidance in relation to Absence Management has been updated and distributed to Managers on behalf of the Service. Staff Absence Management continues (long and short-term monitoring) with regular quarterly reporting to the Directorate Leadership Team (DLT) on YOT's behalf. 8 week Case reviews to be delegated as appropriate by the Head of Service.
- Working Arrangements of Staff – This is under continuous review and more recently in light of current VR applications and the management of service delivery, business support resources are to be deployed in line with work requirements and priorities for the Directorate.

### Workforce Development

The Workforce Development Officer post will be disestablished at the end of March 2014. The new workforce development model will be supported through Service Managers acting as champions and the County Practice Manager will liaise with the wider Children and Young Peoples Directorate, with continued supported from CMS Business Support in an administrative capacity. The aim is to further integrate workforce development with the wider Directorate and other services.

The Annual Learning and Development Plan in support of the Service Continuous Improvement Plan 2014-15 includes the following priorities:

- AssetPlus (training to support implementation of new assessment system)
- LiquidLogic (training to support implementation of new Corporate system)
- Emotional Health and Wellbeing Transformation Plan – various identified training requirements
- Restorative Justice (YJB RJ Grant conditions apply)
- Parenting ('Surviving Teenagers' Parenting Programme Facilitator training)
- Safeguarding including L2 e-learning refresher training and learning from Critical Learning Reviews and Serious Case Reviews

### Workforce Planning

The YOT will continue to monitor local team's workloads and manage resources equitably across Lancashire YOT in line with strategic workforce planning requirements of all YOT partners.

Desired Outcome	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
To have effective staff supervision, learning and development which enhances service delivery and	To implement and monitor the revised YOT Supervision Policy	CO/SC	March 2015	
	To implement the new system to coordinate and manage Workforce Development	CO/SC	June 2014	

<p>outcomes for young people, their families, victims and communities</p>	<p>To coordinate local Workforce Development Plans and coordinate training via Service Management</p> <p>Supervision/PDR dip-sampling to be completed in line with Case Management Framework</p>	<p>SM</p> <p>SMT/SMs/PMs</p>	<p>To implement April 2014</p> <p>September 2014</p>	
<p>To have effective service delivery in line with budget, YJB costed plan and resource reductions</p>	<p>To monitor budget via the YOT savings plan</p> <p>To communicate and implement changes to YOT service delivery in line with CYP redesign</p> <p>Implement the recommendations of the activity reviews:</p> <p>To monitor changes to service delivery:</p> <ol style="list-style-type: none"> <li>1) East Team – alignment of Burnley &amp; Accrington Team</li> <li>2) ETE – alignment of ETE service delivery</li> <li>3) Rationalise in-house court service delivery</li> <li>4) Rationalise Reparation service delivery</li> </ol>	<p>SO</p> <p>SMT/SMs/PMs</p> <p>CO/SJ</p> <p>JC</p> <p>AM</p> <p>LGP</p>	<p>On-going</p> <p>On-going – Review September 2014</p> <p>On-going – Review September 2014</p> <p>On-going – Review September 2014</p> <p>On-going – Review September 2014</p>	

	To continue to undertake the Workforce Planning process and implement recommendations	CO/MM	On-going – Review September 2014	
	To manage request and decisions relating to Voluntary Redundancies	SO	On-going – Review June 2014	
	To monitor the potential rationalisation of courts	AM	On-going – Review December 2014	
To have effective business support, information and performance management arrangements	To implement revised business support, information and performance management functions	SMT/MM/SB	June 2014	

### Reducing First Time Entrants

The YOT has reviewed its Prevention and Early Support Strategy and is continuing to develop a more integrated response to Early Support with the Local Authority and Police within Lancashire. This development, driven by reducing resources and a commitment by all the key partners to provide the right level of support at the earliest opportunity, aims to provide a more efficient and effective service for young people who commit crime with improved outcomes.

In order to support the reduction of first time entrants a Pan Lancashire Triage Service has been recently re-commissioned (new service to be launched 01.04.14) with increased funding from the Police Crime Commissioner. The Pan Lancashire recidivism rate for Triage, currently stands at 13%, which is a very encouraging, compared to other interventions which have recidivism rates ranging from 30% – 60%.

The YOT continue to develop the Working Together With Families approach and support the developments of the Safeguarding Hub, MASH.

The YOT have a clear pathway into the CAF/CON arrangements that will be implemented and monitored during 2014/15.

Desired Outcomes	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
To provide an effective Pan Lancashire Triage Service that diverts appropriate young people away from the youth justice system	To manage and monitor the contractual arrangements with Blackpool and Blackburn with Darwen YOTs. April 2014 to March 2016. To have performance and quality management arrangements in place to monitor impact	LGP	March 2015	
	To complete an annual report with Blackpool and Blackburn with Darwen YOTs for the Police Crime Commissioner (PCC)	LGP	March 2015	
	To promote the newly commissioned Triage Service	LGP/SC	June 2014	
	To commission a local University to evaluate Triage service provision via PCC funding	LGP	September 2014	
To provide an effective Appropriate Adult Service	To manage, monitor and review the contractual arrangements and plan for Service Delivery post September 2015.	LGP	December 2014	

	To have performance and quality management arrangements in place to monitor outputs and outcomes	LGP	On-going Review September 2014	
To deliver effective and consistent Out of Court Disposals (OoCD) which will provide assessed decisions/outcomes for first time entrants	To implement and monitor the agreed Pan Lancashire model for the OoCD Youth Panels	LGP/SJ/SC	September 2014	
	To contribute to the Scrutiny Panel to support the Pan Lancashire evaluation of OoCD and implement identified recommendations	LGP/SJ/SC	March 2015	
	To implement early support pathways for those Young People assessed as likely to reoffend in line with CYP redesign.	SJ/SC	March 2015	
	Develop information material with the Constabulary for Youth Caution; relevant for Young People, parents/carers and agencies. Information to be made available in all relevant venues (courts, police stations etc.)	CO/MM	June 2014	

## Reducing Re Offending

The YOT is committed to managing risk of re-offending. The YOT will prioritise, in 2014/15, the analysis of the data available to understand the emerging themes and identify the areas that require more attention. Lancashire YOT is part of the YJB Reoffending Project. The project will enable Lancashire YOT to identify themes and areas of concern and develop an action plan to reduce reoffending; this action plan will be monitored by the Management Board and the YJB. The information from the YJB project will support the data currently gleaned from the re-offending tally and the subsequent analysis. The findings of both will assist the YOT in identifying key areas that require action and indeed provide learning opportunities for future developments.

2014/15 will see the implementation of a Case Management System that is informed by the HMIP inspection framework, HMIP Case Assessment Guidance and YJB guidance. This system will provide clearer arrangements for the management oversight of cases and allow for a more critically reflective approach to understanding issues and behaviours presented by young people and respond to them accordingly.

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 will continue to work closely with Lancashire Probation Trust and the Transformation Reform to ensure that young people have a clear transition plan to adult criminal justice services.

Desired Outcome	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
To support the reduction of re-offending for young people within the youth justice system	To implement and monitor the YJB Reoffending Project recommendations and action plan	LGP/MM/SC	On-going - Review December 2014	
	To implement and monitor the recommendations from the UCLAN research and provide progress report to UCLAN and YJMB:	LGP/SC	On-going - Review August 2014	
	Set up and monitor a peer-support	HD	June 2014	



	<p>scheme through which young people can meet in groups with other young people who have successfully stopped offending</p> <ul style="list-style-type: none"> <li>• East</li> <li>• Central/South Lancs</li> <li>• North</li> </ul> <p>To review and revise the participation framework to ensure that feedback coordinated and informs service delivery</p>	<p>HD/SJ HD/AM HD/JC</p> <p>CO/MM</p>	<p>Review December 2014</p> <p>June 2014</p>	
To ensure targeted effective service delivery to young people who continue to offend	<p>Through the team analysis meetings identify the re-offending cohort and prioritise resources.</p> <p>Each team to explore/analyse the profile of high risk cases to inform and support future service delivery/development</p> <p>To undertake the responsibility for the delivery of unpaid work alongside other reparation activity.</p>	<p>MM/SC/SM/PM</p> <p>SM/PM/SC</p> <p>SMT</p>	<p>On-going – review December 2014</p> <p>September 2014</p> <p>June 2014</p>	
To effectively assess young people who commit violent offences and provide robust intervention	Monitor and evaluate the assessment, interventions and outcomes for young people who commit a violent offence	LGP/SC	December 2014	

packages	In response to the legislative changes develop effective interventions that are based on effective practice for young people who commit Domestic Violence Offences	LGP/SC		
To effectively assess and young people who commit sexual offences and provide robust intervention packages	To review and revise commissioning arrangements with North West Sexual Abuse Consultancy	LGP	June 2014	
	To work in partnership with the LSCB to enhance the assessment and service delivery for young people who display sexually harmful behaviour; both in and out of the youth justice system	LGP/SC	December 2014	

### Reducing the Use of Custody

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 and manage the exit strategy for the Enhanced Bail Support Service. Further work will be undertaken to continue to improve services to provide intensive work with young people to prevent the use of custody. 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. In January 2014 a YOT Social worker was 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.

Desired Outcomes	Action(s)	Lead(s)	Milestones / Targets	Date Reviewed / Action Taken
To provide a consistent and effective IRS/ISS service	To implement and monitor ISS/IRS action plan	CO/PMs	December 2014	
To have an effective and efficient service delivery for managing young people in custody and preparing them for release	To monitor and review the secondments arrangements into Hindley YOI (January 2014 – January 2016) and measure impact on recidivism/outcomes for young people	JC	March 2015	
To increase and use the provision of LCC Remand/PACE Foster Carers	To work together with LCC Foster Care Service and promote the use of current Foster Carers for Remand/PACE	CO	December 2014	
To provide enhanced bail arrangements	To develop an exit strategy for the commissioned Enhanced Bail Scheme	CO	December 2014	

### Cross Cutting Desired Outcomes

Desired Outcomes	Action(s)	Lead(s)	Milestones /	Date Reviewed /
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			Targets	Action Taken
To have effective Case Management Oversight arrangements in place	Implementation, monitoring and review of the revised Case Management Oversight Framework	LGP/SMs/SC/PMs	On-going – Review December 2014	
	To review and revise (if applicable) National Standards - Freedom and Flexibilities	CO/MM	June 2014	
	To communicate the findings of HMIP inspection reports to the workforce and implement any relevant recommendations	LGP/SC	On-going – Review March 2015	
	To ensure all staff understand safeguarding and related thresholds - Measure impact of Vulnerability & Safeguarding Guidance via quality assurance and review guidance	SMT/SMs/PMs	Review September/October 2014	
	To review managing risk in the community practice and revise guidance in line with the vulnerability and safeguarding guidance and MAPPA developments	LGP/SC/TF	December 2014	
	Complete an annual performance and quality assurance report to the YJMB	LGP/CO/MM/SC	March 2015	

To plan and prepare for ASSETPlus	To implement and monitor the ASSETPlus action plan  To evaluate Careworks/ChildView in line with ASSETPlus developments and make ICT recommendations for LYOT in readiness for ASSETPlus	CO/JC/MM/SC  CO/MM	On-going – Review December 2014  September 2014	
To ensure effective assessment and case management of young people at risk of Child Sexual Exploitation	To review national guidance and LYOT review (January 2014) and implement recommendations.	LGP/SC/PM	December 2014	
To ensure effective case management of young people at risk of/participating in Substance Misuse	Review and revise current working arrangements	CO	December 2014	
To establish stronger working arrangements with Community Safety Services	To work together with Community Safety services to ensure that the risk and need of young people is represented in the planning for service delivery of community safety strategies	LGP/SC	On-going – Review December 2014	
To work in partnership with parenting providers and provide support for parents of young people who offend	To enhance knowledge, skills and abilities to work with parents and implement the Strengthening Families programme	SMs/PMs	On-going - Review September 2014	

	To continue to work alongside LCC lead for Parenting	CO	On-going - Review September 2014	
To ensure effective working together arrangements with Children's Social Care (CSC) with the aim to provide integrated assessment, interventions and reviews for young people and their families	To review the working agreement between YOT/CSC in line with wider CYP redesign	CO/SJ	On-going – Review September 2014	
	Develop monitoring process of referrals and outcome of CSC referral	CO/MM	June 2014	
To enhance service delivery for Restorative Justice for young people, victims and the community	To utilise the YJB Restorative Justice Grant and monitor spend and outcomes for the YJB in line with national requirements for RJ practices	LGP/AM	YJB monitoring form to be submitted May 2014  On-going - Review December 2014	
To ensure effective service delivery for victims and communities	To implement recommendations from the YJB self-assessment review	LGP/AM	September 2014	
	To work in partnership with the Police Crime Commissioner on the Lancashire Victim Strategy	LGP	On-going - Review December 2014	
To implement and monitor CAF/CoN/YOT pathways for young people; particularly for	To ensure that CAFs are considered and completed for appropriate cases as per the CoN and develop monitoring process of	LGP/SJ/MM	On-going - Review December 2014	

OoCD and exit strategies for court orders	how many are being completed, by who and for what disposals			
To ensure young people known to the YOT have access to appropriate health services	To develop an action plan to undertake the redesign of youth justice health services and pathways, including transitions to adult service	CO	September 2014	
To ensure progression in learning and a reduction in learners who are NEET (not engaged in education, employment or training)	To implement and monitor the ETE arrangements within teams.	JC	On-going – Review September 2014	
	To review and monitor the working arrangements with Young Peoples Service	JC	On-going – Review September 2014	
To maintain effective service delivery in line with the National Probation changes	To implement and monitor developments of the LYOT and Probation Action Plan in readiness for Transforming Rehabilitation	LGP/TF	On-going – Review September 2014	
	To provide service delivery for unpaid work in line with national developments	LGP/TF	June 2014	
To maintain effective service delivery in line with changes in Police divisions	To work in partnership with the Police and Unitary YOTS to manage and implement changes	SO	On-going – Review September 2014	

<p>To ensure effective operational working relationships with partner agencies</p>	<p>Review all SLA:</p> <ol style="list-style-type: none"> <li>1. CSC</li> <li>2. Pan Lancashire &amp; National Probation Trust</li> <li>3. Lancashire Joint Agency Protocol – Incidents and offences in Children's Homes</li> <li>4. LYOT Property Strategy</li> <li>5. EDT</li> <li>6. CAMHS</li> <li>7. Police</li> <li>8. YPS</li> <li>9. Early Break/Addaction</li> <li>10. Pan Lancashire Court Protocol</li> </ol>	<p>SMT</p> <p>CO</p> <p>LGP</p> <p>CO</p> <p>SO</p> <p>CO</p> <p>CO</p> <p>SO</p> <p>SO</p> <p>CO</p> <p>SO</p>	<p>September 2014</p> <p>March 2015</p> <p>September 2014</p> <p>June 2014</p> <p>June 2014</p> <p>December 2014</p> <p>September 2014</p> <p>March 2015</p> <p>March 2015</p> <p>June 2014</p>	
<p>To have an effective communication with partners and service users</p>	<p>Service user consultation forms to be reviewed/ revised and considered in line with View Point. Develop robust feedback channels within the service to enhance service delivery</p> <p>Maintain effective attendance/communication with local Court User groups</p>	<p>CO/MM</p> <p>SM/PM</p>	<p>September 2014</p> <p>On-going – Review March 2015</p>	



	Maintain links with LCC Communications and feedback to SMM as required	MM	On-going – Review March 2015	
To maintain consistent and effective volunteer service	To manage and monitor the volunteer activities in the YOT in line with LCC volunteer activity	LGP/SC/HD	On-going – Review December 2014	
	To review the Volunteer Coordinator role	LGP/SC	December 2014	

<b>Risks to Future Delivery</b>		
<b>Risk Identified</b>	<b>Level of concern</b>	<b>Action to be taken</b>
Ongoing uncertainty regarding year on year partnership funding and reductions and limited opportunity for long term planning.	Medium	Standing item at YJMB on quarterly basis. Strategic developments with partners to establish opportunities to deliver the service differently. Service involvement and contribution in the Children and Young People's directorate re-design.
A reduction of 11 staff on Voluntary Redundancy (VR) from 1 <sup>st</sup> April 2014	Low	To be monitored through the Senior Management Team. Transition arrangements to be implemented.
A further reduction of staff on VR during 2014/15	High	Decisions to be managed in line with CYP redesign and YJMB. Service contribution to system redesign. Decision making in line with HMIP framework.
Introduction of Community Rehabilitation Company (changes to Probation)	Low	Monitored through YJMB. Engagement with Home Office Strategic Lead. Implementation of revised SLA.

