



HM Inspection of Probation report: Inspection of youth offending services in Rotherham: Inspection Action Plan

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*All dates have taken into consideration the current Government Covid guidance and the impact of the Tier requirements and current Lockdown restrictions. The Management Board reserves the right to amend deadlines if there is evidence that the planned work has been adversely affected by the pandemic.

	Recommendation	Who?	Action/s required	When (by end of)	Progress Update
1	Make sure that Board members understand the specific needs of children known to the YOT and advocate on their behalf in their own agencies.	Chair of the YOT Management Board	Presentation on specific needs of YOT cohort to Board members	January 2021	Extraordinary Board Meeting in place for 20th January 2021
2	Ensure the partnership understands the reasons for the significant number of Looked After Children known to the YOT, and reviews the policies and practices of all agencies to minimise the possibility of children entering the criminal justice system unnecessarily	Service Manager Evidence Based Hub and YOT	Presentation to Board Members and Corporate Parenting Board regarding Looked after children known to the YOT.	March 2021	Extraordinary Board Meeting in place for 20th January 2021 Corporate parenting board 2 March 2021
		Head of Service LAC	Review local Authority Policy – Looked after Children and Youth Justice	February 2021	Meeting between Head of Service LAC & Service Manager Evidence Based Hub and YOT 11 th January 2020
		CYPS Training	Hold workshops for staff across CYPS and partnership to update knowledge and skills	March 2021	Dates to be confirmed but agreed with CYPS Training Manager 5 th January 2021
		CYPS Training	Provide bespoke training in Restorative Justice for staff in residential care homes	March 2021	CYPS training to coordinate – agreed 5 th January 2021

		Management Board	and foster carers Review own agency policies and procedures to ensure that these are aligned with protocol for LAC.	March 2021	Agenda item for 15 th March YOT Management Board
3	Undertake a comprehensive health needs analysis of YOT children to better understand the health provision being delivered and what needs to be developed	Management Board – CCG	Health needs analysis to be completed. Review of Health Needs Analysis Findings Development of Health Pathways including: CAMHS, SALT, 0-19 Implementation of pathways	February 2021 March 2021 March 2021 April 2021	Screening tools shared with CCG Manager 29/12/20 agreed to complete SALT, MH and PH Screening in January across current YOT cohort.
4	Review the quality and accessibility of education, training and employment provision for post-16-year-old children known to the service.	Management Board	Meet with stakeholders across Sheffield City Region to ensure that provision is accessible, inclusive and sufficient to meet the needs of the cohort.	April 2021	

		Early Help ESF Lead	Meet with existing post 16 providers to develop pathways for YOT young people.	May 2021	
		Early Help ESF Lead	To attend people and skills working group. Economic recovery group to ensure YOT cohort are considered in recovery planning.	January 2021	Discussion with Jenny Lawless/ Rachel Jackson – RJ to take this action forward at next P&S working Group
		Early Help ESF Lead	Provide opportunities via ESF pathway. - ESF Lead to attend YOT team meeting in January 2021	February 2021	Invited to YOT Team meeting 14 th January 2021
		YJ Operations Coordinator	Undertake skills audit to identify gaps in provision, accessibility and/or barriers to inclusion and ensure that commissioning arrangements are in place to meet these gaps.	March 2021	
5	Review the quality of risk of harm work and improve the effectiveness of management oversight in all cases.	Service Manager Evidence Based Hub and YOT	Develop QA tool for Post court and out of court disposal to audit risk of Harm and Safety and wellbeing.	February 2021	Meeting arranged for 13 th January to develop new QA tool. Training booked for March for YJ Coordinator and Snr

		YJ Operations Coordinator	Monthly Case audits to be undertaken and findings collated and presented to YOT management board quarterly	March 2021	Practitioners QA tool in development and will be presented to YOT board in March 2021 for approval
		Management Board	Themed multi agency Audit to be completed bi-annually to QA partnership working arrangements.	TBC after planning meeting on 13 th January.	Meeting arranged for 13 th January to schedule MA Audits and review current audit tools.
		YJ Operations Coordinator	Senior Practitioner and YOT Social Worker to undergo Management training provided by YJSIP	To commence January 2021	Training booked and commencing in January 2021
		Service Manager Evidence Based Hub and YOT	Mentor to be requested for YJ Operations Co-ordinator via YJSIP	April 2021	Request to be signed off by YOT management board on 15 th March 2021
		Service Manager Evidence Based Hub and YOT	All YOT staff to complete refresher training on AssetPlus	May 2021	Training booked through Silver Bullet training company to commence in March 2021
		Management Board	To commission a Peer review through Youth Justice Sector	December 2021	Service Manager Evidence Based Hub and YOT has made enquiries

			Improvement Partnership		regarding this and currently there is a long waiting list due to Covid restrictions, currently exploring alternative review arrangements with Outstanding YOTs
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1	Organisational delivery	Who?	Action/s required	When (by end of)?	Progress /update
1	Although health provision is available through the Early Help Service, the arrangements do not recognise the specialised needs of children known to the YOT, including physical and emotional, mental health and wellbeing concerns.	Management Board Health representative	Health needs analysis to be completed. Review of Health Needs Analysis Findings Development of Health Pathways including: CAMHS, SALT, 0-19 Implementation of pathways Partnership training to be delivered to YOT and Health colleagues.	February 2021 March 2021 March 2021 April 2021 April 2021	Screening tools shared with CCG Manager 29/12/20 agreed to complete SALT, MH and PH Screening in January across current YOT cohort.
1.1	The pathways for YOT staff to access health services, for example speech, language and communication provision , lack clarity.	Management Board Health representative	Screening tools to be revised and pathways developed and communicated to all	April 2021	

		Service Manager Evidence Based Hub and YOT	YOT staff. Dip Sampling of cases bi monthly to QA referrals to health services.	April 2021	
		YJ Operations Coordinator	Management oversight of all assessments to ensure multi agency contribution to assessment and plan.	January 2021	Completed in all cases and reinforced through Triage and Outcomes panel
1.2	Board members do not understand the specific needs of YOT children so cannot effectively advocate on their behalf in their own agencies.	YJ Operations Coordinator	Quarterly presentation to YOT Board regarding current cohort status – including BAME, LAC, Health, SEND, ETE, Exclusions, re- offending Individual Board Members to provide disproportionality analysis of own services in relation to BAME, LAC, Health, SEND, EET, Exclusions	Extraordinary YOT Board Meeting in place for 20th January 2021 March 2021	Analysis and data presented to YOT Management Board December 2020 YOT Management Board 15 th March 2021
1.3	The Management Board and the partnership have not focused on why so many Looked After Children are known to the YOT.	Chair of the YOT Management Board	See also Recommendation 1 above. Presentation to YOT	January 2021 March 2021	Extraordinary Board Meeting in place for 20th January 2021

			Board in December and workshop in January. Presentation to Corporate Parenting Panel in March and ILSC January.		
1.4	YOT figures for post-16-year-old children who are not in education, training and employment are high, and the partnership has not done enough work to review what provision is available in the locality for this cohort of children.	Management Board	See also recommendation 4 Above Audit of YOT NEET Cohort – Findings presented to Outreach and engagement coordinators and a specific strategy developed to meet the needs of the YOT Cohort	February 2021	See also recommendation 4 Above
1.5	Although YOT practitioners can access the interventions that are available as part of the wider Rotherham early help offer, there is little evidence that these services are regularly used for children known to the YOT.	Service Manager Evidence Based Hub and YOT	Focus group arranged for January 2021 to consult with staff in YOT, EBH and EH to agree how to share good practice and obtain best outcomes for Young people. YOT workers to be 'matched' to a locality team to develop a better understanding of support and	January 2021 February 2021	Fortnightly YOT team meetings take place to share learning and good practice from locality teams. Team meetings have, to date, included input from: <ul style="list-style-type: none"> • Outreach and Engagement teams re Children's Centre activities • Early Help Managers –

			<p>services in localities and communities.</p> <p>Future Planned Team meetings: ESF 14/1/21 SENDIASS 28/1/21</p>	<p>February 2021</p>	<p>Assessment, planning and TAF reviews</p> <ul style="list-style-type: none"> • Evidence Based Hub – Parenting programmes • Evidence Based Hub – Young People programmes • ICON training • Participation, Voice and Influence • CCE Pathways
1.6	<p>The inspection found that management oversight is poor both for post-court orders and out-of-court disposals.</p>	<p>Service Manager Evidence Based Hub and YOT</p>	<p>See also recommendation 5 Above</p> <p>Case managers to record individual discussions with Managers as management oversight to ensure this is clear in case records</p> <p>Service Manager to</p>	<p>January 2021</p> <p>Monthly activity – to</p>	<p>See also recommendation 5 Above</p> <p>Communicated to staff via team meeting and daily check in – reinforced through supervision of cases</p> <p>CYPS audit schedule in</p>

			continue to Moderate case file Audits and review previous Audits to draw out key learning and ensure this is communicated to all staff	be reviewed quarterly.	place, audit feedback is standing item on team meeting agenda and supervision. Audit findings to be presented quarterly to Management board
2	Court disposals	Who?	Action/s required	When (By end of)?	Progress /update
2.1	Assessing, delivering interventions and reviewing to keep other people safe were poor areas of practice that require improvement.	Service Manager Evidence Based Hub and YOT	Develop QA tool for Post court and out of court disposal to audit risk of Harm and Safety and wellbeing.	February 2021	Meeting arranged for 13th January to develop new QA tool.
		Service Manager Evidence Based Hub and YOT	Monthly Case audits to be undertaken and findings collated and presented to YOT management board quarterly	Monthly activity to be reviewed quarterly and presented to board	QA tool in development and will be presented to YOT board in March 2021 for approval
		CYPS QPD team	Themed multi agency Audit to be completed bi-annually to QA partnership working arrangements.	TBC after planning meeting in January.	Meeting arranged for 13th January to schedule MA Audits and review current audit tools.
		YJ Coordinator	Senior Practitioner and YOT Social Worker to undergo Management training provided by YJSIP	January 2021	Training commences 20 th January 2020

		Service Manager Evidence Based Hub and YOT	Mentor to be requested for YJ Operations Co- ordinator via YJSIP	April 2021	Request to be agreed by YOT management board on 20 th January 2021
		Service Manager Evidence Based Hub and YOT	All YOT staff to complete refresher training on AssetPlus	March 2021	Training booked through Silver Bullet training company to commence in March 2021
2.2	The needs and wishes of victims were not always considered, and the potential impact on victims was not adequately assessed.	Remedi manager	Develop QA tool for Post court and out of court disposal to audit victim involvement. Review victim engagement at quarterly contract reviews with Remedi. Remedi to liaise with SYP to encourage victims to give consent to engage with services.	February 2021 March 2021 March 2021	On target to be completed Contract reviews are in place and take place quarterly
2.3	A lack of health input in relevant cases meant that some children's needs were not met.	Board Members – Rotherham CCG and TRFT	See also recommendation 4 above Health services to be represented at YMARAC and Triage	January 2021	See also recommendation 4 above Complete - Liaison and diversion attending both meetings

			and Outcome Panel.		
2.4	When children were discussed at multiagency meetings it was not always evident in their cases what impact this had on their level of risk and the interventions delivered.	Service Manager Evidence Based Hub and YOT	Monthly Dip sampling of case files to ensure case records reflect risk levels and intervention addresses risk identified.	February 2021	Dates for dip sampling scheduled for 2021 – findings to be reported to YOT management Board quarterly
2.5	Although staff had received training on signs of safety and trauma-informed practice, there was limited evidence that these approaches were used with children in the cases inspected.	CYPS training and development Service Manager Evidence Based Hub and YOT	Refresher training in SOS and TIP to be completed by all YOT staff and practice lead identified.	March 2021	Agreed with CYPS Training and development - SoS training to be commissioned to be delivered to YOT team by March 2021 TIP to be delivered in line with CYPS workforce plan
3	Out-of-court disposals	Who?	Action/s required	When (by end of)?	Progress /update
3.1	The lack of health provision in relevant cases hampered the work done to keep children safe	Board representatives – CCG/TRFT	See also recommendation 4 Above Health services to be represented at YMARAC and Triage and Outcome Panel.	January 2021	See also recommendation 4 above Complete - Liaison and diversion attending both meetings
3.2	Not all children were assessed before a disposal was delivered.	South Yorkshire Police Service Manager	All children to be referred to the YOT for screening and initial assessment prior to outcome. To establish a triage	March 2021 February 2021	Agreed with SYP District Commander to commence March 2021 Panel Established –

		Evidence Based Hub and YOT	and outcomes panel to ensure Multi agency decision making regarding Domain 3 cases and PSR recommendations.		TOR to be reviewed and agreed.
3.3	For out-of-court work generally, there was a capacity issue with the role of the seconded police officer, as there was insufficient resource to meet the workload	South Yorkshire Police	YOT Police officer to produce new pathway and identify where additional capacity is required. Pathway to be presented and agreed at March YOT Management board.	January 2021 April 2021	Completed – SYP YOT Police officer to broker support from wider police force.
3.4	Planning and the delivery of services for a child's safety and wellbeing and for keeping other people safe were poor	Service Manager Evidence Based Hub and YOT YJ Coordinator CYPS PQ team	Develop QA tool for Post court and out of court disposal to audit risk of Harm and Safety and wellbeing. Monthly Case audits to be undertaken and findings collated and presented to YOT management board quarterly Themed multi agency Audit to be completed bi-annually to QA partnership working	February 2021 March 2021 TBC after planning meeting on 13 th January.	Meeting arranged for 13 th January to develop new QA tool. QA tool in development and will be presented to YOT board in March 2021 for approval Meeting arranged for 13 th January to schedule MA Audits and review current

			arrangements.		audit tools.
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Acronyms	
YOT	Youth Offending Team
LAC	Looked After Children
CYPS	Children & Young People's Service
SALT	Speech & Language Therapy
MH	Mental Health
PH	Physical Health
CAMHS	Child & Adolescent Mental Health Service
0-19	Health Service
ESF	European Social Fund
QA	Quality Assurance
MA	Multi-Agency
YJSIP	Youth Justice Sector Improvement Partnership
Asset Plus	Youth Justice Approved Assessment Tool
SEND	Special Educational Needs & Disabilities
BAME	Black, Asian and Minority Ethnicity
ETE	Education, Training & Employment
ICON	Public Health message with the ultimate purpose to reduce Shaken Baby Syndrome. *I – Infant crying is normal *C – Comforting methods can help *O – It's Ok to walk away *N – Never, ever shake a baby
ILSC	Improving Lives Select Commission
NEET	Not in Education, Employment or Training
EH	Early Help
CCE	Child Criminal Exploitation
TAF	Team Around Family
SENDIASS	Special Educational Needs & Disabilities Information

	Advice & Support Service
TRFT	The Rotherham Foundation Trust
YMARAC	Youth Multi Agency Risk Assessment Conference
SOS	Signs of Safety
TIP	Trauma Informed Practice
TOR	Terms of Reference
PSR	Pre-Sentence Report
SYP	South Yorkshire Police
P&Q	Performance & Quality