**Youth Offending Team Service Improvement Plan**

**Bolton Vision**

The Bolton Vision Partnership brings together senior leaders from the voluntary, community and faith sector, the private sector, the university, college and schools, health, emergency services and the local authority, the partnership has developed this vision for Bolton:

**Bolton will be a vibrant place, built on strong cohesive communities, successful businesses, and healthy residents. It will be a welcoming place where people choose to study, work and put down roots.**

There are three ‘Guiding Principles’ which underpin the Council’s work with its partners across the borough:

• Inclusive growth and prosperity

• Protecting the most vulnerable

• Reforming our services in partnership

**Bolton YOT Vision**

The YOT Vision supports the Bolton Vision.

**To prevent children and young people from offending, engage victims, protect the community, encourage positive life choices and maximise potential for children and young people**

The vision is underpinned by 6 strategic priorities which are supported by operational priorities, which are reviewed on an annual basis.

**YOT Service Improvement Plan**

The YOT Service Improvement Plan outlines the operational priority actions that will be implemented and monitored to ensure the strategic priorities are achieved and overall contribute to the Bolton Vision.

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| **Strategic Priority : Reduce First Time Entrants (FTE)** | | | | |
| **Board Member: Rafael Martinez** | | | | |
| **Impact on children:** | | | | |
| **Operational Priority : Joint working with Early Help Services and Targeted Youth Support** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| Implement Prevention Strategy | Ops Manager/ HoS | June 2021 | * Reduction in FTE * Performance reports | This continues to be developed |
| Implementation of the Criminal Prevention Service | HoS | April 2021 | * Reduction in FTE * Feedback from partnership, staff, service users | Completed, allocation and closure process in place which now includes the SYV worker. |
| Re-implementation of ASB pathway | HoS /  R Martinez | June 2021 | * Reduction in FTE * Monitor of offence types * Outcomes of Community Partnership * Feedback | Progress being made |
| **Operational Priority : Promote prevention agenda with schools** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| **The supporting actions outlined below link to Operational Priority : Engage YP in education, training and employment which supports the Strategic Priority to Reduce Reoffending** | | | | |
| Recruit Safer Schools Officer and delivery of work | R Martinez / HoS | April 2021 | * Number of schools officer has engaged with | Refer to Operational Priority : Engage YP in education, training and employment |
| Joint working with Education Officer and Safer Schools Officer – scoping exercise with proposals then delivery | R Martinez / HoS /  G Scott | June 2021 | * Feedback from schools and other stakeholders * Reduction in NEET |
| Support Team Around the Schools agenda and supporting schools to prevent exclusion | N Murphy /  I Walker /  G Scott | June 2021 | * Feedback from schools and other stakeholders |
| **Operational Priority : Out of Court Disposals (OOCD)** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| Ensure that the prevention strategy ties in with the OOCD processes to reduce offending. | Ops manager | April 2021 | * Reduction in FTE * Reduction in re-offending | In development delayed due to review |

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| **Strategic Priority : Reduce reoffending** | | | | |
| **Board Member: Mel Maguinness** | | | | |
| **Impact on children:** | | | | |
| **Operational Priority : Engage YP in education, training and employment** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| **The supporting actions outlined below link to Operational Priority : Promote Prevention Agenda with schools which supports the Strategic Priority to Reduce First Time Entrants** | | | | |
| Recruit Safer Schools Officer and delivery of work | R Martinez /  HoS | April 2021 | * Number of schools officer has engaged with | Recruitment complete.  SSO has developed a list of schools to engage, and met with these schools. Need to consider how this fits with Team Around the Schools. |
| Joint working with Education Officer and Safer Schools Officer – scoping exercise with proposals then delivery | R Martinez /  HoS /  G Scott | June 2021 | * Feedback from schools and other stakeholders * Reduction in NEET |  |
| Support Team Around the Schools agenda and supporting schools to prevent exclusion | N Murphy /  I Walker /  G Scott | April 2021 | * Feedback from schools and other stakeholders | Meeting arranged with Nicola Murphy and SSO. |
| Tailored interventions | All Ops Managers /  HoS | June 2021 | * Feedback from young people * Reduction in reoffending * Reduction in breach * Numbers engaged with |  |
| **Operational Priority : Support desistance and maximise potential of YP** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| YOT Team to review desistance and identify areas of improvement and best practice | All team | June 2021 | * Service user feedback * Reduction in reoffending rates * Reduction in breaches |  |
| Improve Intervention Planning within Assetplus to ensure that factors for and against desistance identified in assessment are effectively addressed within planning | All team | June 2021 | * Re-offending data * Reduction in recidivism * Improvement in positive outcomes for YP |  |
| Develop current programmes team to focus on delivery of targeted interventions to tackle desistance factors and develop resources available. | All team | June 2021 | * Re-offending data * Reduction in recidivism * Improvement in positive outcomes for YP |  |

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| **Operational Priority : Increase role of parents / carers in reduction of offending** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| Increase engagement, support and direct intervention with parents in each stage of process | All team | June 2021 | * Re-offending data * Assetplus reviews indicates change in related areas * Assetplus Self-Assessments (YP & P/C) | Currently collating service user feedback from young people and parents. |

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| **Strategic Priority : Reduce use of custody** | | | | |
| **Board Member: Ian Walker** | | | | |
| **Impact on children:** | | | | |
| **Operational Priority : Engage with social care, parents and carers** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| Attendance at Social Care Gateway and Permanence Panel | I Walker | April 2021 | * Reduction in custodial sentencing * Feedback from parents/carers * Monitor PSRs | Completed, staff are attending this panel where relevant to the young person. |
| Engaging parents / carers to seek alternatives to custody where risk can be managed in the community | All team | June 2021 | * Reduction in custodial sentencing * Feedback from parents/carers * Monitor PSRs |  |
| Pre-sentence reports to outline all options available to prevent use of custody | All team | June 2021 | * Reduction in custodial sentencing * Feedback from parents/carers * Monitor PSRs |  |
| Resettlement Support Workers to work with parents during custodial sentence to improve Resettlement Pathways ready for release | S Dawson | June 2021 | * Reduction in recidivism * Reduction in Custody rates * Assetplus reviews | Delayed due to Covid-19 |
| Examine learning from Custody Review Panel to identify areas of good practice and learning points and use to develop practice | HoS | June 2021 | * Reduction in Custody rates |  |
| **Operational Priority : Tailor interventions for YP at risk of custody** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| Improve package of bail support to include preventative work and strengths-based interventions | Ops Managers | June 2021 | * Reduction in Custody rates |  |
| Develop current programmes team to provide effective individual and groupwork packages | Ops Mangers | June 2021 | * Reduction in Custody rates * Congruence rates for PSR’s will demonstrate confidence in proposed court interventions |  |
| Recruitment of SYV worker who will deliver specialist interventions in key areas of high-risk offending | HoS | April 2021 | * Reduction in Custody rates | Completed, allocations to SYV worker underway |
| **Operational Priority : Continued development of Resettlement Policy** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| Continue to develop Resettlement work and review model for Resettlement Panel to ensure effective links between Resettlement Pathways and Intervention Planning and Delivery | S Dawson | June 2021 | * Quality Assurance of Assetplus * Feedback from practitioners |  |

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| **Strategic Priority : Support victims and protect the public** | | | | |
| **Board Member: Joanne Hickey – Gail Churchill** | | | | |
| **Impact on children:** | | | | |
| **Operational Priority : Engagement with MAPPA and Community Safety Partnership** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| MAPPA referrals made where appropriate | All team | June 2021 | * Track referrals discussed at MAPPA * Cases discussed with challenge at Management Board | Some of this work has already been completed however we need to track the cases effectively or have a slot on the board for MAPPA cases (I could include this in my report) |
| **Operational Priority : Support victims via the Remedi service** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| Remedi to contact all victims to offer support and involvement in a restorative process if they wish | L Buckingham | November 2020 | * Remedi to monitor outputs including victims contacted, engagement in restorative justice and number of indirect and direct processes * Remedi to gain service user feedback to ensure quality of work * Quarterly review meetings with Remedi and management | Completed data report available |
| Remedi to undertake direct work with young people to further their understanding of the impact of crime on victims | L Buckingham | November 2020 | * Remedi to monitor outputs including victims contacted, engagement in restorative justice and number of indirect and direct processes * Remedi to gain service user feedback to ensure quality of work * Quarterly review meetings with Remedi and management | Completed data report available |
| Remedi will refer eligible victims to the Probation Victim Contact Scheme | L Buckingham | November 2020 | * Remedi to monitor outputs including victims contacted, engagement in restorative justice and number of indirect and direct processes * Remedi to gain service user feedback to ensure quality of work * Quarterly review meetings with Remedi and management | Completed data report available |
| Remedi to feed information to protect actual and potential victims into assessment and plans for young people | L Buckingham | November 2020 | * Remedi to monitor outputs including victims contacted, engagement in restorative justice and number of indirect and direct processes * Remedi to gain service user feedback to ensure quality of work * Quarterly review meetings with Remedi and management | Completed data report available |

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| **Strategic Priority : Reduce serious violence** | | | | |
| **Board Member: Stephanie Parker** | | | | |
| **Impact on children:** | | | | |
| **Operational Priority : Deliver specialist programmes for YP affected by SYV** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| Recruitment of SYV worker and delivery in work | HoS | April 2021 | * Reduction in SYV * Monitor of programmes / services in place. * Feedback from service users | Completed allocations being made to the SYV worker |
| SYV worker to deliver specialist high risk programmes – based upon relationship based models | HoS | June 2021 | * Reduction in SYV * Monitor of programmes / services in place. * Feedback from service users |  |
| **Operational Priority : Provide one to one support for Young Person** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| SYV worker will carry out intensive one to one support | HoS | June 2021 | * Feedback from service users * Reduction in offending |  |
| HIT will carry out assessments and face to face interventions in line with National standards | HoS | June 2021 | * Feedback from service users * Reduction in offending |  |

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| **Strategic Priority : Prevent exploitation of children and young people** | | | | |
| **Board Member: Head of Service (Complex Safeguarding and Youth Justice)** | | | | |
| **Impact on children:** | | | | |
| **Operational Priority : Deliver specialist support services for YP** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| Referral to Complex Safeguarding Team with joint partnership working between YOT Operational Manager and CS Team | L Buckingham  HoS | April 2021 | * YOT staff will understand concepts such as trafficking, grooming, county lines etc and have a working knowledge of the NRM process * YOT staff will be able to reflect exploitation concerns in their Asset Plus assessments and plans * YOT staff will be confident in the use of the exploitation risk indicator tool and understand the referral process to R&A, the CST and CEAM |  |
| Designated YOT Operational Manager to act as exploitation champion and link to CST | L Buckingham  HoS | April 2021 | * YOT staff will understand concepts such as trafficking, grooming, county lines etc and have a working knowledge of the NRM process * YOT staff will be able to reflect exploitation concerns in their Asset Plus assessments and plans * YOT staff will be confident in the use of the exploitation risk indicator tool and understand the referral process to R&A, the CST and CEAM |  |
| Raise awareness of exploitation across the YOT staff | L Buckingham  HoS | April 2021 | * YOT staff will understand concepts such as trafficking, grooming, county lines etc and have a working knowledge of the NRM process * YOT staff will be able to reflect exploitation concerns in their Asset Plus assessments and plans * YOT staff will be confident in the use of the exploitation risk indicator tool and understand the referral process to R&A, the CST and CEAM |  |
| Ensure all YOT staff can respond appropriately where they identify exploitation using Bolton’s agreed processes | L Buckingham  HoS | April 2021 | * YOT staff will understand concepts such as trafficking, grooming, county lines etc and have a working knowledge of the NRM process * YOT staff will be able to reflect exploitation concerns in their Asset Plus assessments and plans * YOT staff will be confident in the use of the exploitation risk indicator tool and understand the referral process to R&A, the CST and CEAM |  |
| Work collaboratively with partners to address exploitation, TYS, Helping Earlier, CSC and the CST | All team | April 2021 | * YOT staff will understand concepts such as trafficking, grooming, county lines etc and have a working knowledge of the NRM process * YOT staff will be able to reflect exploitation concerns in their Asset Plus assessments and plans * YOT staff will be confident in the use of the exploitation risk indicator tool and understand the referral process to R&A, the CST and CEAM |  |
| Attend fortnightly CEAM panels and ensure flow of information to YOT from this forum and the planned disruption meetings | HoS | April 2021 | * YOT staff will understand concepts such as trafficking, grooming, county lines etc and have a working knowledge of the NRM process * YOT staff will be able to reflect exploitation concerns in their Asset Plus assessments and plans * YOT staff will be confident in the use of the exploitation risk indicator tool and understand the referral process to R&A, the CST and CEAM |  |
| **Operational Priority : Educate, advise and guide YP on CSE and CE** | | | | |
| **Supporting Action** | **Lead** | **By When** | **Measure (How will we know)** | **Progress / Evidence** |
| Exploitation Champion to develop YOT resource library to ensure staff can access appropriate materials to use with young people | L Buckingham | April 2021 | * YOT staff can address lower level exploitation concerns with young people themselves * YOT staff will know how to access support from partner agencies if required * Staff in post and working with Exploitation Champion to develop roles |  |
| Develop links with other agencies who can play a role in safeguarding young people from exploitation | L Buckingham | April 2021 | * YOT staff can address lower level exploitation concerns with young people themselves * YOT staff will know how to access support from partner agencies if required * Staff in post and working with Exploitation Champion to develop roles |  |
| Exploitation Champion is the authority SPOC for the EIYF Mentoring Project | L Buckingham | April 2021 | * YOT staff can address lower level exploitation concerns with young people themselves * YOT staff will know how to access support from partner agencies if required * Staff in post and working with Exploitation Champion to develop roles |  |
| Line Management of SYV posts by Exploitation Champion Operation Manager | L Buckingham | April 2021 | * YOT staff can address lower level exploitation concerns with young people themselves * YOT staff will know how to access support from partner agencies if required * Staff in post and working with Exploitation Champion to develop roles |  |