

SCOPE OF LGA SUPPORT FOR TORBAY CHILDREN'S SERVICES TO DEVELOP THE YOUTH OFFENDING SERVICE.

The Proposal

Further to the peer review and HMIP inspection of the Torbay Youth Offending service, the following proposal summarises the development work to be provided by the LGA. Kevin Hall and Samantha Matthews will lead this work as LGA associates. This work will benefit from the relationships already established between the peer review team and practitioners in Torbay.

Given the current COVID constraints it is anticipated that this work will be delivered virtually, in three parts, as described below:

1) To strengthen the operational capability of the YOT service.

a) The LGA associates will deliver a best practice workshop comprising of 4 virtual sessions to be attended by staff of the Torbay YOT. These sessions will be scheduled over two days in January 2021. These sessions will focus on Out of Court work and will build on sessions previously delivered by Sam Matthews (East Riding YOT Lead) to practitioners across the country in training events hosted by the Youth Justice Board. The sessions will respond to the practice and operational management challenges identified in the Inspection and Peer Review Reports, focussing upon improvement of out of court work and introducing a specific assessment tool for use in work related to community solutions.

Session 1

Out of Court disposals – an improvement journey – developing outstanding practice

(developing effective panels, an assessment tool, working with victims, implementing restorative justice)

Session 2

Case Study – an out of court panel – what would you do?

(practical exercise in groups to consider a referral, assessment, disposal choice, and to propose an intervention plan. Followed by feedback, reflection and comparison with the actual disposal)

Session 3

Victims and Restorative Justice

(an overview of the victim's journey, approaches to restorative justice, key tips for outstanding practice)

Session 4

Innovation and creative work in Youth Justice

(building on examples of best practice)

b) Drawing upon experience of the workshops, together with the insight drawn from the Peer Review and Inspection report, the LGA associates will facilitate sessions with small groups of key personnel from Torbay (potentially the Board Chairperson, senior leaders, practice managers and practitioners) to develop and agree recommendations supporting practice development, changes and new initiatives. This work will also consider:

- Revising current policy and procedures where needed (including assessment tools and panel process)
- Options for strengthening the analytical capacity and capability of the service to understand its impact and effectiveness
- Methods to be deployed to obtain and analyse feedback from children, young people and victims that will support understanding of the effectiveness of the YOT and inform strategic and operational developments.

The purpose of this work will be to address practice deficiencies identified in the two reports, build a body of support tools to improve practice and to secure data to better understand the quality of service that is provided and how those services are experienced by those most directly affected. This qualitative material will be a valuable source of information supporting management and practice. These sessions will be scheduled for late January in order to follow on from the workshops.

2) To develop an effective YOT Board and Developmental Plan.

It is proposed that the LGA associates provide capacity to assist Torbay in producing revised terms of reference for the newly created YOT Board, together with a draft improvement plan outlining a work programme for the Board taking into account HMIP inspection report recommendations.

The purpose of this work will be to establish the constitution of the YOT Board, to have a clear plan reflecting the findings of the inspection and peer review and the means to effectively communicate its content so that it is understood by all key stakeholders and YOT professionals.

The work will be carried out through virtual discussion with the DCS and key colleagues as required, drafting and finalising documents to be signed off by the DCS. This work could be commenced now and completed in January/February.

Once this phase of the work is completed, a further Board induction and development session will be planned in consultation with the Board Chair/DCS.

3) To develop a revised organisational structure for the YOT.

It is proposed that the LGA associates work with the Board Chairperson and Senior Leaders to determine the management arrangements of the YOT, including the appointment of a dedicated YOT manager and to make recommendations about how best to deliver its statutory court functions and its current out of court work streams.

This work will consider:

- the budget, structure and organisational location of the team
- the relationship with the wider Children's Service, including Early Help, Edge of Care and CAMHS services

- inter-dependencies with associated partnership arrangements such as MASCE, the Community Safety Partnership, The Health and Well-being Boards, the Safeguarding Partnership Board

The purpose of this work will be to strengthen all aspects of the current YOT function by offering revised and dedicated management capacity, clarity about the YOT's own professional identity and 'fit' with the Children's Service, and strengthened operational and strategic arrangements with partners across Torbay. The LGA associates will draw on best practice from other areas to inform this work. It is also suggested that this task could be commenced now and completed during January/February. This will require several virtual discussions with key leaders in Torbay and exchange of information and drafts by email.

Resources

We estimate that the preparation and delivery of the three elements of this assignment will require 15-20 days work for the Associates at a cost of £550 per day (total £8.25k-£11k) - subject to any revisions that are agreed as necessary by the nature of the work and the requirements of the client.

Kevin Hall

11th December 2020