

Inspection Improvement Plan and Implementation – Overview

Inspection Recommendation Workstreams

1	2	3	4	5	6	7	8	9
Oversight of Practice	Focus on diversity in case work	Planning and responding to changing circumstances	Work with partners to keep children and others safe	Management Board and Service Management capacity	Understanding and reducing groups of children over represented in the justice system	Addressing disparities in service provision and commissioned services between areas	Work with partners to ensure OoCD decisions are proportionate and maximise diversion	Address obstacles to successful delivery of resettlement practice
MB Lead: Head of Service Manager: P&Q Lead Manager	MB Lead: ChEx OPCC Manager: Team Manager, T&W	MB Lead: Head of Service Manager: P&Q Lead Manager	MB Lead: DCS Worcs & Head of Probation Shropshire/ Herefordshire Manager: Team Manager, Worcs	MB Lead: DCS T&W Manager: Head of Service	MB Lead: ICB Representative, H&W Manager: Team Manager, T&W	MB Lead: DCS Shropshire & ICB Representative STW Manager: Team Manager, Shropshire	MB Lead: Head of Criminal Justice (Poilce) Manager: Team Manager, Herefordshire	MB Lead: Head of Probation, Worcs & DCS, Herefordshire Manager: Team Manager, Worcs
Sub Groups:	Sub Groups:	Sub Groups:	Sub Groups:	Sub Groups: Service Structure Finance	Sub Groups:	Sub Groups:	Sub Groups:	Sub Groups:

Linked Actions Between Workstreams

Primary Action		Linked Actions		Responsible Workstream
No	Action	No	Action	
1.1	Implement a new management oversight (M.O.) policy and framework.	3.3	Ensure planning and risk guidance is translated into practice through the revised M.O. framework.	WS 1
		4.3	M.O. framework to include ensuring other agency involvement and alignment of plans	WS 1
1.2	Revise the service's quality assurance framework to include elements to ensure that management oversight is effective and to include cross service auditing	2.1	Ensure the revised quality assurance framework has a sufficient focus on diversity and meeting individual needs, including audit and service user feedback.	WS 1
3.1	Training in planning and reviewing to include contingency planning, responding to changing circumstances and sequencing	4.2	Training - planning – to work effectively with partners in post-court work to keep children and other people safe.	WS 3
5.1	Review of the governance structure	9.2	Ensuring in the review of board structure and arrangements, there is a focus and oversight on resettlement	WS 5
5.3	Review management structure of the service	1.4	Ensure sufficient management capacity to provide management oversight	WS 5
		8.6	OoCD oversight to be allocated to a more senior manager	WS 5

Learning and Development Themes

Management Oversight: 1.3 - Interdependent with completion of 1.1 – Management Oversight Framework	Diversity: Working with protected characteristics, identity, neurodiversity and inclusion (2.4)	Planning: Planning and reviewing to include contingency planning, responding to changing circumstances and sequencing (3.1) & working effectively with partners to keep children and others safe (4.2)
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WS	Recommendation	Planned Actions				
1	Service should strengthen the quality and consistency of oversight of practice.	1.1 Implement a new management oversight policy and framework (which includes oversight of all cases across all risk levels and risk domains) To also include elements from actions 3.3 and 4.3	1.2 Revise the service's quality assurance framework to include elements to ensure that management oversight is effective and to include cross service auditing. (To also include action 2.1).	1.3 Workforce Development – Training in management oversight- ensuring there is a consistent view of what good looks like.	1.4 Ensure sufficient management capacity to provide management oversight through review of management structure (see actions 5.3 and 5.4).	
2	Service should develop a more meaningful focus on diversity in its casework.	2.1 Ensure the revised quality assurance framework has a sufficient focus on diversity and meeting individual needs, including working with protected characteristics, identity, neurodiversity and inclusion, through a standard process which includes audit and service user feedback – reference action 1.2.	2.2 To ensure “meeting individual needs” is built into the staff appraisal framework.	2.3 Amend the OoCD Assessment form to include a section on diversity	2.4 Workforce development – diversity training including working with protected characteristics, identity, neurodiversity and inclusion.	2.5 To collaborate with partners including voluntary BAME organisations to develop effective practice in managing the diversity and safety of the child and others.
3	Service should make sure that case managers plan for, and respond effectively to, changing circumstances in a case.	3.1 Workforce development – training in planning and reviewing to include contingency planning, responding to changing circumstances and sequencing (reference also action 4.2)	3.2 Regular and continuing awareness raising of the need to plan for changing circumstances and responding to outstanding legal matters through the establishment of a cross service development workshops, staff briefings on good practice and shared case studies.	3.3 Review current planning and risk guidance to ensure planning for changing circumstances is adequately covered and ensure this is translated into practice through the revised management oversight framework.		
4	Service should work effectively with partners in post-court work to keep children and other people safe.	4.1 Establishment of multi-agency group to review joint working arrangements in respect of risk planning.	4.2 Workforce development – planning (reference action 3.1)	4.3 Management oversight framework to include ensuring other agency involvement and alignment of plans where appropriate – reference also action 1.1.		
5	Management board should make sure there is capacity at both Board and YJS senior management level to fulfil its ambitions for an effective, child-first service	5.1 Review of the governance structure – including board membership, structure, operation and processes.	5.2 Development of lead roles for board members	5.3 Review management structure of the service – reference to action 1.4.	5.4 Finance review to support revised structures	
6	Management board should take steps to better understand why some groups of children are overrepresented in the YJS, and work to reduce this	6.1 Board to determine what information is required to be provided to the board to ensure adequate scrutiny and assurance.	6.2 Data analysis to identify where deeper dives required and identify actions to reduce overrepresentation	6.3 Put process in place for board to hear the voice of the child and their lived experience.	6.4 Implement board member visits to teams and/or case managers presenting case examples to board, to better aid board members understanding of children in the youth justice system.	
7	Management board should address disparities in service provision between localities and commissioned services and ensure they are providing a consistent and effective response to identified needs	7.1 Establish board task and finish group to take forward the work for this recommendation	7.2 Review of the service model across the areas to identify gaps, opportunities to level up and ensure consistency	7.3 To continue the review of health provision to the service		
8	Management board should work with partners to ensure out-of-court disposal decisions are proportionate and maximise opportunities for children to receive support without being criminalised	8.1 Undertake a self-assessment and review of our JDMP arrangements against best practice examples in other areas.	8.2 Establish an internal cross service scrutiny process	8.3 Establish an induction process and training for panel members to include child first/child centred policing and trauma informed approaches	8.4 Revise OoCD assessment form to allow for a proposal	8.5 The board to receive sufficient information to ensure effectiveness of multi-agency decision making and where necessary hold agencies to account
9	Management board should work as a partnership to identify and address obstacles to the successful delivery of the YJS resettlement practice.	9.1 Review of housing policies/protocols for vulnerable children in each area to ensure they identify and prioritise children coming out of custody.	9.2 Ensuring in the review of the future board structure and arrangements, there is a focus and oversight on resettlement – reference action 5.1.	9.3 Review risk processes to ensure victim safety is a key consideration.		