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# The YJS Improvement Plan

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# HMIP Inspection – Ealing YJS

- Ealing YJS were Inspected by His Majesty's Inspectorate of Probation, the oversight body for the Youth Justice Service in England and Wales in July 2023
- The inspection focuses on four domains:
- **Domain 1** – Organisational Delivery – Governance & Leadership, Staff, Partnerships and Services, Information and Facilities
- **Domain 2** – Court Disposals – Inspectors examine tasks relating to the supervision of children, particularly assessment, planning, implementing, and reviewing the work.
- **Domain 3** – Out of Court Disposals – Inspectors examine the quality of the practice in the supervision of the children subject to the Out of Court disposal supervision. This includes the assessment, decision making, planning, implementation, and delivery of services.
- **Resettlement** – The Inspectors give a rating based on judgements on inspected resettlement cases – this domain does not count towards the final grading
- In addition Inspectors also look at all aspects of diversity



# The Inspection Outcome

- As a Result of the Inspection the inspectors produced a Report published in September 2023 (Appendix A)
- The Report highlighted a significant amount of very strong practice, the strengths include:
- Our Education, Training and Employment offer and resultant high performance in ensuring 87% of children leave order in an ETE programme
- Assessment of Diversity needs
- The voice of the child being evident and strong
- Recognition as an innovative and forward-thinking service
- An engaged, ambitious and strong team with stability and manageable workloads
- The Service is a proactive learning organisation
- Recognition of strong and stable partnerships
- An effective health offer for all children
- Strong early intervention programmes with positive third sector relationships

# The HMIP Inspection Report Recommendations:

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- **The Ealing Youth Justice Service should:**

1. Develop and embed effective management oversight and quality assurance processes to ensure they add value in improving the following of processes and the quality of case manager practice.
2. Work with police partners to undertake a fundamental review of out-of-court disposal policies, guidance, and provision.
3. Improve out-of-court disposal assessments of risks to and from the child, to ensure that all risks are fully understood and adequately analysed.
4. Build on the current excellent work around addressing disproportionality and extend this to ensure all over-represented groups are adequately covered, including cared-for children and those with neurodiverse needs.

- **The YJS management board should:**

1. Increase connectivity with YJS practice by greater awareness, oversight and support of operational delivery.

- **The Metropolitan Police service should:**

1. Ensure consistent representation at board level and commit to strengthening their strategic contribution and collaboration with the YJS
2. Complete a full review of out-of-court policy and provision in collaboration with the YJS and ensure all out-of-court practice and provision is effective and closely aligned with the YJS child first principles.

- **The Probation Service should:**

1. Work with the YJS to develop effective localised policies and pathways to improve service delivery (particularly transitions) and bridge the gap between the services.
2. Ensure consistent representation at and contribution to the YJS management board.

# Governance & Leadership,

(Domain 1)

Expansion of the Disproportionality Action Plan to tackle Racial Disparity and the over-representation of Children Looked After and those with Neurodiverse needs

Increase the stability, consistency, and organisational involvement of the partnership board– Board membership reviewed and new representatives from SEND, Virtual School and Supporting Families introduced

The partnership with the Probation service has been strengthened to improve service delivery through a Joint service delivery review and a new Service Level Agreement being signed – impact to be reviewed in April 2024

Ensure consistent, appropriate level police board membership and that police are fully cited on the YJS strategy and vision – The Police representative has been identified and does attend but not yet consistently. Higher level of involvement from police through monthly joint working meetings focusing on Improvements to OOCd delivery and introducing Child First approach

Joint working between YJS and Social care has been enhanced through – Appointing link managers and champions to strengthen relationships, Joint working monthly panels running with Leaving care and MAST, YJS presented roles & Responsibilities at Team meetings, Assessments shared across teams.

# Staff, Partnerships & Services

(Domain 1)

The team's diversity and representation of the local community around ethnicity and gender is increasing through use of the new Youth Justice Apprenticeship and Expansion of the Volunteer offer to community members

We have enhanced management oversight of assessments, review and delivery through further training for Managers on quality Assurance and refreshing case audit processes. All policies and plans follow comms strategy – Written version circulated, presentation in whole team meeting and follow-up in management Supervision to ensure new policies adhered to

Reparation activities have been expanded through Increasing Volunteer capacity to support more Reparation projects, working at the night shelter and Gunnersbury project is ready to start – now looking at how to incorporate accreditation

Recruited and trained 10 new volunteers in Restorative Justice, introduced the RJ screening across the team and using police data increased the offer to victims in YJS and social care

We have reviewed resources and communication used to make it accessible to all children and extended our links with SENAS through our ETE panel and working towards the SEND quality Mark

Enhanced our Health offer – we have secured temporary funding for Speech and Language Therapist in the YJS and are recruiting to this post, we also have 2 GP's working with the team from March 24

# Out of Court Disposals, (Strategic) & Resettlement

(Domain 1)

Joint Review of OOC Policy and Guidance with the Police – A joint review with police has taken place as well as adjustments to time scales and assessment tools but final amendments to the new policy are taking place following the release of delayed guidance from the YJB which came out in last few weeks

Inspectors indicated that more in-depth analysis and evaluation of the impact of the Out of Court offer was needed – We have therefore set up 3-year follow-up monitoring of yearly cohorts in our performance meeting to look at re-offending by children in OOC and to measure effectiveness of our approach to preventing longer-term offending.

Reviewed local arrangements for transfer of children in custody to adult services and new guidance from YJB on transition of all 18+ individuals to Probation

Black and mixed heritage boys and children looked after make up the majority of children in custody for Ealing – reduction of numbers is addressed in the new Disproportionality plan – We plan to examine custody cases over a longer period to look at further common factors leading to custody through audit and the custody review panel

# Court Disposals & Reviewing Assessments (Domain 2)

A joint planning and delivery review process has been introduced at initial planning and 3-month review stage to enhance the effectiveness of collaborative planning between the YJS and Partners

We have strengthened adherence to the Enforcement and Engagement Policy to ensure enforcement action is consistently followed through – managers are now taking the lead on enforcement through supervision and engagement panels and the introduction of joint re-engagement panels with involved professionals

Deliver interventions to reduce the risk to specific victims – Bespoke support and interventions in plans around specific victim(s) and all child victims to be offered support by the YJS Victims worker to gain the victims perspective

Improve the quality of assessment and planning review - re-invigoration of rigorous, monitored Quality assurance of initial and review assessments and comprehensive feedback from managers

Strengthen links with MAPPA chairs – Worked with one of the MAPPA chairs on the Probation SLA and have brought 3 cases to MAPPA in recent months



# Out of Court Disposals, (Domain 3)

Improve the quality of risk of harm, safety and wellbeing assessment and the accuracy of risk ratings in OOCB assessments – Assessment tools Workshop Delivered in Dec 23 and Analytical interviewing and risk assessment using the Prevention and Diversion Tool delivered in Feb 24

Train the Trainer for this assessment in April-May 2024 when it is rolled out by YJB

Audit in March to look at impact of initial training on the quality of assessments

Introduction of the Senior practitioner post with responsibility for Participation, engagement and co-production – To conduct training on this for the team

Collaboration with children increased through surveys and focused interviews with their feedback apparent in the design of the environment and services with the aim of enhancing engagement further.

# Key Improvement Summary


Expansion of the Disproportionality Action Plan to tackle Racial Disparity and the over-representation of Children Looked After and those with Neurodiverse needs

Improved collaborative working with the police, the probation service and social care colleagues and expanded and more consistent board membership

Increased management oversight of assessment quality and review, enforcement action, delivery of plans and adherence to procedures

Enhanced offer of support to victims with greater access to Restorative processes and expanded community reparation projects

Increased support for children with additional needs through the introduction of a Speech and Language Therapist, making interventions more accessible and establishing a barriers to ETE panel

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**THANK YOU – Are there  
any questions**

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