

Torbay YJS Improvement Plan 2024-25

January 2025 Update

RAG Key	Green = On Track / Completed	Amber = In progress	Red = Delayed / unresolved issues	Grey = Not Due/ not started
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	Area for Improvement / Outcome desired	Action	Timescale	MB Lead	Update	RAG
1.	Child First approach to all we do	<ul style="list-style-type: none"> a) Hear and respond to the voice of the child and carers not only in the delivery of their intervention but in the development of the service. b) Review our systems and methodology for ensuring feedback is used to improve services. c) Complete the YJB Child First Audit tool with all partners as part of this work. 	<p>March 25</p> <p>Nov 24</p> <p>Feb 25</p>	NM	<ul style="list-style-type: none"> d) 3 Child First training has been delivered & an action plan for changes has been developed with staff team. e) The new feedback surveys are now becoming established & producing results for staff and the Board. Nov 24. f) Following request by victims a victim focus group has been established as feedback and consultation group for victims of youth crime. In place. g) YJS Participation worker will lead on involving children with design of new face to face delivery location. March 25 h) OPCC have agreed a 'Child First Policing' as one of their priorities for the year ahead, this will impact on a number of the improvement areas identified in this plan. i) Police in S Devon (Torbay+) have confirmed additional resources have been allocated for Child Centred Policing team (Sgt+ PCs) 	
2.	Outstanding HMIP & Deep Dive Recommendation Secure access to suitable child friendly, safe, accessible premises for delivery of face-to-face work	Locate, agree terms and adaptations for suitable delivery locations for face-to-face work in the Bay.	July 24	NB	<ul style="list-style-type: none"> a) Estimated costs have been agreed for the refurbishment of Unit 1. £159,000.00. Project plans are now in development b) Initial design and layout has been created and project management group has been established with Property Services. c) NM has had confirmation from MC CFO re confirmation of financial underwriting of the capital works. Dec 2024 	
3.	Leadership and Governance	<ul style="list-style-type: none"> a) The board to increase its scrutiny of the areas of concern or under performance. b) The Board to challenge partner agencies to ensure actions and representation of their agency support the work of the YJS. 	<p>Sept 24</p> <p>ongoing</p>	Chair	<ul style="list-style-type: none"> a) ToR have been reviewed for both boards and have been signed off in Sept 24, however in light of CEO Deep Dive recommendation these may need to be reviewed. b) Revised performance and qualitative reports brought to the board. Every Qtr. c) Case file audits summaries will be brought to the board on a quarterly basis. Every Qtr. d) A Partnership Deep Dive took place in July 2024 to review Leadership and performance, and action plan will be developed one this has been published. Nov 24 e) NM has been elected as new chair of the board f) Board members have taken lead roles for areas of the Improvement plan. Nov 24 	

					<p>g) All Board members have received induction programme including discussion re YJB Leadership and governance standards. In place.</p> <p>h) This will be a focus on the next board meeting in Jan 25</p>	
4.	Deliver an Enhanced Case Management (ECM) approach in Torbay Youth Justice Service.	Scope and agree the options for accessing psychology input to meet ECM best practice guidelines.	April 25	GF	Awaiting response from CFHD re review of the contract re MH services to the YJS.	
5.	Reduce the number of children who become First Time Entrants (FTEs) in Torbay.	<p>a) Ensure the Prevention service is stopping children offending by monitor in the performance report.</p> <p>b) Board and HoS to liaise with the Police representatives to seek a speedy signing off of the proposed changes to the OOCR processes.</p> <p>c) Increases the Police awareness of the work of the YJS</p>	<p>March 25</p> <p>Jan 25</p> <p>July 25</p>	HC	<p>a) Prevention review took place at September Board with decision about future funding or closing of the service.</p> <p>b) An 'Invest to save Bid' is being developed with all partners to look at cost savings created by prevention work. Nov 24</p> <p>c) Quarterly reviews of all FTE cases to check that all options / best practice have been explored. Summary will be brought to each board until we have achieved target to be below statistical neighbours. Qtrly</p> <p>d) FTE rates have been below in the in-month target since Nov 2023 and the annual rate is dropping. If this improvement is maintained Torbay will be below statistical neighbours by Sept 2024. Ongoing</p> <p>e) LCJB / OPCC / Police have agreed a new priority area for focus for the next year of 'Child First Youth Justice' which will include a focus on reducing FTE's, implementation of new OOCR processes & greater oversight & strategic leadership of youth justice matters. July 25</p> <p>f) Changes and revised processes will be used to promote the work of the YJS with police and best practice in terms of reducing youth offending. March 25</p>	
6.	Re offending rates	a) The Board to actively monitor reoffending rates & work within their agencies to support children and their service areas to reduce reoffending.	Each board	LA	<p>a) Reoffending data to be brought to each board.</p> <p>b) We are investigating local data to supplement national data which is 2 years behind. March 25</p> <p>c) Current national performance is better than national rates, however local data suggests that this will get worse when the current cohort enter the national target in 1-2 years' time.</p>	
7.	Review the success of the Targeted Prevention Service for children coming to the attention of the youth justice systems.	<p>a) Ensure Turnaround funding & performance criteria requirements are met.</p> <p>b) Look for alternative funding to continue Prevention service or decommission.</p>	<p>March 25</p> <p>Jan 25</p> <p>Sept 24</p>	VM?	<p>a) Turnaround Programme is on track to achieve financial & outcome targets.</p> <p>b) Invest to Save was developed with all partners to seek further funding. Prevention has been flagged as a priority with the LCJB under Child First Youth Justice priority. Nov 25</p> <p>c) Subsequently Torbay council has allocated money from reserves to continue the Prevention service for 2025-26 in lieu of any additional funding from central gov.</p>	

		c) Prevention Review Action Plan to be completed.			d) YJS stopped taking prevention referrals in December 2024 but now funding has been confirmed this will be open again. if workers leave before that date.	
8.	Ensuring children in contact with the Youth Justice Service are in appropriate education, training, or employment.	a) Work with partners to reduce the number of children suspended & excluded from school and improve their attendance. Review in Performance report	Every 2 months	GP / DH	a) DH presented a report to Sept Board re what the LA is doing to reduce high rates of exclusion, which has included employing new staff, increasing challenge to schools re exclusions & developing a new model for early intervention across SEND, vulnerable pupils and Virtual school. Sept 24. b) YJS education worker has developed good links with school and colleges to support attendance and challenge suspension and exclusions. Ongoing.	
9.	Swifter Justice - reduce delays across whole youth justice system	a) Create a system to track all youth cases from arrest to disposal. (Niche -CliQ?) b) Devise an approach to influence all organisations awareness and reduce delays.	Dec 24 July 25	HC	a) YJS's across D&C have requested data set from Police on a daily, weekly monthly basis. First meeting has been held with Police PA team re agreeing the data set + data is a key strand under the new LCJB Youth Justice priority. Dec 24. b) Issues has been raised at AAR C103 & CEO Deep Dive 2024 and at LCJB. Sept 24 c) OoCR developments includes a request to prioritise Youth in investigation & referrals. Feb 25 d) Children in Custody group has also raised profile re data & tracking of youth matters. e) E) Announcement of funding for Child Centred Policing team will speed up process and tackle quality issues re children entering the youth justice system.	
10	Improve the visibility and understanding of Youth Justice Service work – telling the good stories of children & the work of the YJS	Liaise with Torbay Council communications dept to develop better communications to inform the public & community about TYJS (website, leaflets, news articles?)	Oct 2024	JR	Website presence is now live, although there are some improvements still to be made after feedback from staff and children mainly to make it a bit brighter and add pictures. Torbay Youth Justice Service - Torbay Council	
11	Review the Quality of Youth Justice provision in Torbay.	Complete the YJB National Standards Action Plan devised following the 2023 audit.	July 24		All actions on the Action Plan have been completed. Operational Board have agreed that this Action Plan has been completed.	
12	Improve systems and processes to reduce Child Criminal Exploitation.	Implement Multi Agency Case Audit (MACA) re Criminal Exploitation Action Plan	Sept 24		1 item outstanding to be reported at Sept 24 Board re Children open to YJS & attendance at Education and is now included within item 8. Of this action plan. (DH Report)	
13	After Action Review (AAR) re Swift Youth Justice C103	Implement the recommendations for the YJS of the AAR	Jan 2025		YJS HoS has chaired the Task and Finish Group set up to complete the recommendations which were agreed in July 2024. The T&F has met 4 times and has agreed that all recommendations have been completed JR will report this back to the TSCP CSPR Panel on the 27 th Jan 2025. If this agreed this action will be closed.	

14	CEO Deep Dive 2023 and 2024	<ul style="list-style-type: none"> a) Implement the final actions of the 2023 Action plan. b) Respond to the recommendations of the 2024 Deep Dive when it is published. 	<p>Sept 24</p> <p>Nov 24</p>	<p>NM</p> <p>NM</p>	<ul style="list-style-type: none"> a) 1 Action remain outstanding from 2023 which is for better comparisons with national data from the YJB, which is not fully available due to YJB data quality issues b) Deep Dive 2024 Report was the focus of the November Strategic Board from which and action plan has been produced. c) January 2025 Board meeting will make final changes and ratify any further actions to meet recommendations. 	
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