

AYM's plan for 2022-5

Recent achievements (2015-2021)

In 2015 we articulated our vision for 2020 as follows:

- To be the “Go To” organisation for views and opinions from YOTs, with a louder voice
- To be developing and articulating policy based on research
- To see our membership continuing to grow, especially in London, North West and East
- To have a members’ training programme developed into an annual calendar of events

We set out our business goals in three broad headings:

- 1. Supporting our members**
- 2. Influencing the Politics of Youth Justice**
- 3. Growing and Developing our Association.**

Since 2015 we have largely met the challenges set out in these statements (and achieved so much more) as set out below.

How have we done?

Membership: stable at nearly 90% of YOTs in England and with revised subscription arrangements aimed at encouraging higher membership levels among operational managers

Staffing: moved from a position of having one part-time contracted project officer to a pool of contractors delivering projects and providing support to the Executive board

Consultations: continued to provide evidence-based responses to government consultations, including in-person contributions to Select Committees.

Reputation: developed and maintained our reputation as an organisation capable of representing the view of the sector and delivering change programmes

Events: continued to deliver events of interest to members including most recently: YOT inspections, secure schools and the new YJ Institute (2019), and a House of Lords reception to celebrate 20 years of YOTs

Training: Developed our range of training for YOT managers so that it now includes ILM5 (Aspiring Future YJ Leaders) ILM7 (Leadership). This has been further enhanced through our partnership with the Sector-led Improvement Board, enabling us to add training in coaching, in undertaking peer reviews and in management oversight for supervisors

Projects: Through our partnerships such as with Achievement for All (AfA) and the Youth Justice Sector-led Improvement Partnership (YJSIP) Board supported delivery of successful, nationally funded projects to improve outcomes for children. A lasting legacy of the partnership with AfA is the SEND Quality Mark award scheme for local partnership working. More recently we have grown our relationship with the YJSIP Board so that we now administer the YJB grant and hire contractors to deliver this important programme.

Income: Maintained a stable level of income and moved from a position where we relied solely on subscriptions from members to a broader range of income streams including grants for specific projects.

Our ambition for 2025

Where do we want to be in 2025? What should be our ambitions and business goals for the next three years? There are four:

1. Keep the focus on YOTs and the Governance of YOTs

Our members consistently tell us that YOT managers and YOT management boards continue to come under pressure to take on a wider portfolio of projects to support vulnerable children and families. They value the fact that AYM retains a distinctive focus on the management of YOTs' core work.

- We will continue to promote the important and distinctive role of YOTs, YOT managers and their local management boards.

2. Continue to provide value for money for our members

Our survey of members and their regular feedback tells us that they value our regular newsletters and the free conferences that we organise. We recognise that we need to continue to deliver these and other services without charge.

- We will continue to provide regular, high-quality communication to our members as well as a programme of events and conferences which will resume after Covid restrictions ease. These receive positive feedback and demonstrate that members receive tangible benefit from their fees.
- In order to provide certainty to members we will keep subscriptions at their current levels

3. Highlight great practice in youth justice

Members of our Executive Board now have portfolio leads for specific areas of youth justice policy, supported by a refreshed set of statements setting out where we stand on key issues. They are developing a national picture of what good practice looks like and where it is being delivered. We have regional representatives for the nine government regions in England who are tasked with keeping communication active.

- We will maintain a register of feedback from YOT inspections and encourage YOT managers to share the learning points from their inspections.
- We will continue to find new ways to celebrate best practice and encourage our regional reps to share local examples
- We aim to move from a position where we do more than merely respond to consultation requests from Government and become proactive in offering them examples of great practice. We aim to help those of our Exec members who have policy leads to begin to shape our policy and articulate it to others.

4. Encourage the development of culture of continuous improvement

We support the concept of a culture of continuous improvement in youth justice and see managers as key to this. Since 2015 we have provided regular management development training. We continue to support the Sector-led Improvement Programme and will work with our partners to make this a long term success.

- We will encourage independent academic research into effective practice and share the learning from this.
- We will maintain and develop our management training courses.
- We will support the move of the Sector-led Improvement Programme from being a short-term project to a mainstream activity with a new funding model in place before the end of the current YJB grant cycle.

AYM Business Priorities for 2022/3

<p>Keep the focus on YOTs and the Governance of YOTs</p>	<p>We will continue to promote the important and distinctive role of YOTs, YOT managers and their local management boards.</p>	<p>We will work with YJB to ensure that its updated guidance to management boards emphasises the importance of effective multi agency governance and the key, strategic role of YOT managers</p>	<p>Project officer on behalf of Exec</p>
		<p>We will assess the level of interest among members for developing resources from management board members such as a model induction programme</p>	<p>Project officer on behalf of Exec</p>
<p>Continue to provide value for money for our members</p>	<p>We will continue to provide regular, high-quality communication to our members as well as a programme of events and conferences which will resume after Covid restrictions ease. These receive positive feedback and demonstrate that members receive tangible benefit from their fees.</p>	<p>We will provide monthly news bulletins and at least two conferences</p>	<p>Policy and Comms Officer/ Business Support</p>

	In order to provide certainty to members we will keep fees at their current levels	We will report to our membership on the impact of our new subscription structure on the recruitment and retention of members.	Hon Treasurer
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Highlight great practice in youth justice	We will maintain a register of feedback from YOT inspections and encourage YOT managers to share the learning points from their inspections.	We will keep our register of YOT inspections up to date and develop the capacity to signpost members to other YOTs which have scored highly in inspections on specific aspects of practice.	Policy and Comms Officer/ Business Support
	We will continue to find new ways to celebrate best practice, and enable our regional reps to bring forward examples.	We will continue to work with Achievement for All and support them in the delivery of the YJ SEND Quality Mark and the proposed new Child First Partnerships Award	Project officer
		We will continue to present the John Hawkins Award for Innovative Practice	Policy and Comms Officer/ Business Support
		We will continue to develop the role of the regional rep	Chair/ Exec
	We aim to move from a position where we do more than merely respond to consultation requests from Government and become proactive in offering them examples of great practice.	We aim to help those of our Exec members who have policy leads to begin to shape our policy and articulate it to others. We will begin to develop short papers offering examples of great practice in specific areas of youth justice work	Policy leads supported by Policy and Comms Officer.

<p>Encourage the development of culture of continuous improvement</p>	<p>We will encourage independent academic research into effective practice and share the learning from this.</p>	<p>We will share the learning from the evaluation of Management oversight training which we commissioned on behalf of YJSIP in 2021/2</p>	<p>AYM Rep on YJSIP Board</p>
	<p>We will maintain and develop our management training courses.</p>	<p>Together with the YJSIP board, we offer an extensive range of training for managers: ILM7 Strategic leadership ILM5 Aspiring future leaders Management Oversight training Coaching Peer Reviews and Leading Peer Reviews. We will provide YOTs with a 'menu' of these training opportunities, and consider introducing a more consistent application process</p>	<p>Project Officer/ YJSIP Coordinator</p>
	<p>We will support the move of the Sector-led Improvement Programme from being a short-term project to a mainstream activity with a new funding model in place before the end of the current YJB grant cycle.</p>	<p>We will support and monitor the work of the YJSIP board and report to YJB on spending against the grant. We will work with the YJSIP Board and YJB to develop a new funding arrangement for the programme before the final payment of the current grant in October 2022</p>	<p>Chair and AYM Rep on YJSIP Board Chair and AYM Rep on YJSIP Board</p>

