

Workforce Development Council

YJSIP Update

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Jon Bradnum

YJSIP is a Partnership ... Youth Justice Sector Improvement



YJSIP End of Year Review 2021-22

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Youth Justice Sector Improvement Partnership

2021-22 Review

April 2022

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On behalf of the YJSIP Board



Table of contents

1. Introduction	3
2. 2021-22 Work plan summary	3
3. Peer Review	4
3.1 Peer Review Training	4
3.1.1 Peer Review Training: Delivery	4
3.1.2 Peer Review Training: Resource	4
3.1.3 Peer Review Training: Impact	5
3.2 Peer Reviews	5
3.2.1 Peer Reviews: Delivery	5
3.2.2 Peer Reviews: Resource	6
3.2.3 Peer Reviews: Impact	6
3.3 Next Steps	7
4. Coaching and Mentoring	8
4.1 Coaching and Mentoring	8
4.1.1 Coaching and Mentoring: Delivery	8
4.1.2 Coaching and Mentoring: Resource	8
4.1.3 Coaching and Mentoring: Impact	9
4.2 Elevate	10
4.2.1 Elevate: Delivery	10
4.2.2 Elevate: Resource	11
4.2.3 Elevate: Impact	11
4.3 Training Activity	11
4.3.1 Training Activity: Delivery	11
4.3.2 Training Activity: Resource	12
4.3.3 Training Activity: Impact	12
4.4 Developmental Activity	13
4.4.1 Developmental Activity: Delivery	13
4.4.2 Developmental Activity: Resource	14
4.4.3 Developmental Activity: Impact	15
4.5 Strategy/Transitions	15
4.6 Next Steps	15
5. Operations Manager	16
5.1 Operations Manager Training	16
5.1.1 Operations Manager Training: Delivery	16
5.1.2 Operations Manager Training: Resource	16
5.1.3 Operations Manager Training: Impact	17
5.2 Train the Trainer	18
5.2.1 Train the Trainer: Delivery	18
5.2.2 Train the Trainer: Resource	19
5.2.3 Train the Trainer: Impact	19
5.3 Independent Evaluation	19
5.4 Next Steps	20
6. YJSIP Governance/Infrastructure	20
6.1 The Tripartite	20
6.2 Board Membership	20
6.2.1 Board Membership: Who We Are	20
6.2.2 Board Membership: Resource	21
6.3 Programme Support/Coordination	22
7. 2021-22 Achievements	22
7.1 Summary of impact/achievements	23
8. YJSIP 2022-23 and Beyond	24
8.1 YJSIP Programme Priorities/Plan 2022-23	25
9. 2022-23 and Beyond Programme Risks	26

2021-22 Work Plan Summary ...

Peer Review

- Deliver at least four and up to six full peer reviews
- Train additional peer reviewers and peer review team leaders

Coaching and Mentoring

- Deliver a coaching and mentoring training event for staff
- Develop an overarching strategy, underpinned by EMCC Codes of best practice
- Deliver group supervision and individual supervision to coaches/mentors
- Provide ongoing support and supervision to Elevate mentors
- Train additional mentors
- Review procedures in light of early experience

Operations Manager

- Deliver six courses for a total of 90 operations managers
- Review course materials and rewrite as needed
- Train six new trainers
- Commission and publish an independent evaluation



Peer Reviews

YJ Service by Region

Month

North West

November 2021

Southwest & South Central

February 2022

London

March 2022

North East Y&H

March 2022

All were face-to-face with some hybrid interviews



Peer Reviews: Impact

YJS Head of Service responded [the peer review will have impact on outcomes] *“massively, it was supportive and insightful.”*

They also stated, *“The partnership took a lot from it ... really supportive positive experience and we gained a lot from it ... really helpful when you work in a social care department being the only YJ lead to have industry oversight and views and feel already better connected. It also shone a light and provided impetus to areas we know are problematic and has the backing of the Director.”*



Coaching and Mentoring

- 10 formal YJSIP coaching and mentoring matches during 2021-22
- 12 formal Elevate mentoring matches during 2021-22
- Numerous 'informal' coaching and mentoring relationships

All YJSIP coaches have used their coaching skills whether through formal assignments, or informally through the promotion of coaching conversations, adapting their supervision style and/or through cultural change



Coaching and Mentoring: Impact

Coaching *“... this has allowed me to overcome some challenging situations, increasing my confidence to take forward and apply to other situations ...[through the coaching facilitation] I formulated my own answers and solutions to situations I was facing. This was enlightening, empowering and naturally leads to taking responsibility for developing or addressing the situation. [This] has been such a helpful experience for me, professionally and personally.”*

Mentoring *“... I’ve found it invaluable... you gave me confidence to challenge and reassured me when I was doubting myself. I think the option of a Coach/Mentor at this level has been very fruitful, particularly as it is an isolated role.”*



Elevate: Impact

- YJSIP Mentoring was cited as the most useful component of the Elevate Programme by respondents (89%)
- Of the 9 Elevate mentoring matches, 6 mentees and 3 YJSIP mentors have moved to posts since the Elevate programme with a higher level of responsibility, citing Elevate as influential to their success
- Feedback from participants showed that average confidence levels to apply for strategic posts has risen from 48% before Elevate to 84% after Elevate



Operations Manager Training

Participants

58 participants
across 4 cohorts

Delivery method

All online delivery

Completions

50 completions

The course involves two delivery days either side of a 3-month self-guided learning phase, informed by a workbook and YJSIP support



Operations Manager Training: Impact

One participant who was relatively new to their role, stated:

“Everything for me was almost like a learning curve... I was... the only manager in a small team and my supervision – my management style – was very much about day-to-day problems, killing fires, make sure there’s somebody to cover court etc. I hadn’t had time to come up to speed on things like reflective supervision and quality assurance...”

Independent Evaluation Dr Kerry Baker & Dr Chris Magill to be published May 2022



Achievements 2021-22

YJSIP has delivered sector improvement during 2021-22 in line with its programme plan

In addition to its programme Grant, the YJSIP estimates having received the equivalent of approximately 3170 hours in kind from sector leaders, equating to an equivalent spend of around **£82,485***

Sector leaders undertaking the various YJSIP roles have continued to drive forward YJSIP governance, planning and delivery, and ultimately, contribute to sector improvement focussed on improved outcomes for children and communities

** Estimates based on quantifiable hours, conservatively averaging salaries between Operations and strategic levels nationally*



Summary of Impact / Achievements

- Adapting to a hybrid delivery model to train 15 peer reviewers, 9 of whom have gone on to peer review a youth justice service in-year
- Despite covid-19 complications, four full peer reviews
- A range of formal and informal coaching and mentoring activity
- Of the 9 Elevate mentoring matches, 6 mentees and 3 YJSIP mentors have moved to more senior posts
- The YJSIP trained 14 coaches and mentors to join the YJSIP coaching community, now of 48



Summary of Impact / Achievements cont' ...

- The operations manager training was redesigned to work as a virtual model. 50 operations managers completed the training and development activity
- A train the trainer event took place, training four additional operations manager trainers (sector leaders)
- The YJSIP commissioned and supported the independent evaluation of the operations manager training aspect of its delivery
- The YJSIP remains the only national youth justice sector improvement offer
- The board has recruited 5 new board members and a co-chair.



YJSIP 2022-23 and beyond:

- Peer Review & Bespoke Peer Support
 - Peer review Head of Service leader event - May 2022 (face-to-face)
 - Deliver 5 peer reviews and 1 peer review challenge (face-to-face)
 - Revised documentation
 - Peer review and leadership event (face-to-face)
 - Benefits realisation
- Operations Manager training/development
 - Assimilate, respond and devise an action plan in response to the independent evaluation findings/recommendations
 - Train the trainer and document refresh event (face-to-face)
 - Train 30 operations managers (2 cohorts of 15 virtually)



YJSIP 2022-23 and beyond continued:

- Coaching and mentoring
 - Coaching and mentoring sector support – 12 coach/mentor matches
 - Elevate mentoring – 12 mentor matches
 - Review of current coaching community, collate biographies and implement matching processes
 - Procure 2022-23 supervision and continued professional development provider
 - Coaching framework resources and materials for the Resource hub
 - Processes for coaching offer and expectations of coachees/mentees
 - Benefits realisation including capturing impact/outcomes

All aspects of YJSIP development and delivery have a priority toward:

- *the voice of the child*

- *Anti-racist and anti-discriminatory practice, disproportionality, and diversity*



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Regional Representatives listed on the Youth Justice Resource Hub

<https://yjresourcehub.uk>

