

# Youth Justice Sector Improvement Partnership

## 2021-22 Review

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## 1. Introduction

Now in its eleventh delivery year and year 2 of the current YJB grant, the Youth Justice Sector Improvement Partnership (YJSIP) has continued to facilitate a diversity of sector improvement initiatives during 2021-22, through the delivery of its programme plan 2020-23.

The partnership has experienced various operational challenges and undertaken necessary adaptations to its infrastructure and delivery in response to the continued implications of the covid-19 pandemic and the impact for face-to-face delivery. Work has taken place to enable the facilitation of online delivery, with the partnership refining what aspects of the hybrid model to take forward and which areas to prioritise face-to-face contact.

Further, transitions have been required following the YJB devolving previous delivery responsibilities it held.

## 2. 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

This review provides an overview of YJSIP activity during this financial year.

### 3. Peer review

#### 3.1 Peer review training

##### 3.1.1 Peer Review Training: Delivery

In May 2021, the YJSIP delivered a hybrid peer review training event at Warwick Conferences. Facilitators adapted previous training materials in response to emergent youth justice themes and research literature. Further, to ensure that the course was fully integrative for online participants, extensive preparatory work took place to ensure the technology and support was in place for the hybrid model.

Participants	Type	Completions
18	4 participated online 12 face-to-face	16 (1 attempted to join online on day 2; the course is not designed for entry on day 2, 1 no show)

##### 3.1.2 Peer Review Training: Resource

The course was delivered by 7 YJSIP peer reviewers (in kind) and 2 project officers. In addition, facilitators brought in a group of colleagues from a local youth justice service (YJS) to play the role of a practitioner focus group.

Adapting the course to enable a fully interactive hybrid delivery was highly challenging and costly in financial and people resource. The board has concluded that this model would not be financially viable moving forward.

What	Who	Hours (accumulatively)
Planning including board ratification of applicants and contributions/ratification of material/framework refresh	Board members	25
Preparatory work including hybrid planning	Peer review trained sector leaders	18
Course facilitation	Peer review trained sector leaders	140
Course participation	Sector lead participants (peer reviewers)	300
Preparatory work	Local YJS colleagues	6
Course facilitation	Local YJS colleagues	12
Total	<u>501 in kind hours</u>	

	Equivalent in kind cost of <b>£13,026*</b>
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*\*Based on an average YJS leader salary of £50k, equals £26 per hour*

### 3.1.3 Peer Review Training: Impact

Participants rated the overall course usefulness, and the quality of materials and presentations to be ‘good’ or, for most, ‘excellent’.

One participant commented, *“This really was the most interactive, challenging and yet rewarding training I think I have ever been on.”*

The local YJS acting as a focus group was received very positively by participants and felt to add another layer of realism to the experiential event, in which participants are guided through a simulated peer review.

Of the 15 participants who completed the training this year, 9 have gone on to peer review another service, 1 of whom has also experienced a peer review within their service this year.

## 3.2 Peer Reviews

### 3.2.1 Peer Reviews: Delivery

As per the programme plan, the YJSIP has delivered four full peer reviews during 2021-22.

<b>Youth justice service by region</b>	<b>Delivery month</b>	<b>Type</b>
Northwest	November	Face-to-face with some hybrid interviews
Southwest and South Central	February	Face-to-face with some hybrid interviews
London	March	Face-to-face with some hybrid interviews
Northeast, Cumbria, Yorkshire and Humberside	March	Face-to-face with some hybrid interviews

The YJSIP continues to be the only peer review offer for the sector. Reviews this year have encompassed varying areas of focus, spanning practice, operational and strategic management/governance, combined with thematic topics. *The voice of the child* and *diversity, disproportionality and anti-discriminatory practice* have provided golden threads, that have informed and been incorporated within all reviews.

All reviews have been delivered face-to-face, with some reliance on hybrid interviews where necessary.

### 3.2.2 Peer Reviews: Resource

Reviews have been facilitated by 2 co-leads, who have undertaken additional leadership training and ordinarily, are in strategic roles, with 4 additional peer reviewers. Review teams have adapted to unexpected absences resultant covid-19, with two reviewers joining reviews virtually.

At the start of 2021-22 the YJSIP had a pool of 80 trained YJSIP peer reviewers, of whom 14 were trained lead reviewers. With various leaders moving position/leaving the sector, the partnership has struggled this year to recruit strategic review leads to undertake peer reviews, with a resultant reliance on a small pool of reviewers, most of whom are also board members.

What	Who	Hours (accumulatively)
Board discussion/ratification	Board members	5 hours
Scoping with receiving YJS	Peer review leads/reviewers	3 hours
Timetabling	Peer review leads/reviewers	5 hours
Pre-read of materials submitted from receiving YJS	Peer review leads/reviewers	18 hours
Pre-meets	Peer review leads/reviewers	9 hours (1.5-hour meeting)
Delivery	Peer review leads/reviewers	250.5 hours
Report writing post review	Peer review leads/reviewers	18 hours
Subtotal per peer review	<u>308.5 in kind hours</u>	
	Equivalent in kind cost of <b>£8021</b>	
Total for all peer reviews	<u>868 in kind hours</u>	
	Equivalent in kind cost of <b>£32,084*</b>	

*\*Based on an average YJS leader salary of £50k, equals £26 per hour*

### 3.2.3 Peer Reviews: Impact

Feedback from receiving services continues to be received for 2021-22 delivery, with some reviews only recently taking place and with aspects of the review process still in progress. One receiving service during 2021-22 responded that the peer review exceeded their expectations, scoring the extent to which they felt the process would impact service improvement/outcomes, as 'extensively.' In providing comment about impact, the 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.”*

The Assistant Director of a recent peer reviewed service (yet to complete their formal feedback) emailed to thank the peer review team for their ‘time and insights’, with the head of service outlining her desire to implement the lessons learnt while momentum was high.

This year the YJSIP has embedded a 6-month evaluation survey to its evaluative process, to capture the impact for receiving services in the longer term. The 2021-22 peer reviews have not yet reached the 6-month milestone. The YJSIP has received the following feedback, however, from a service peer reviewed in 2020 (abbreviated from a more extensive list of activity that was informed by the peer review):

*“Since the Peer Review and the recommendations, we have developed practice in several areas...*

- We have improved our data analysis to provide partners with greater insight into the young people that we work with.*
- Board Induction to give Board Members greater insight into the work of the YJS...*
- All policies/procedures and SLAs are currently under review...*
- A new YJS Priority Action Plan has been produced which is shared with the Board quarterly for feedback/scrutiny.”*

The following tweet, about a recent YJSIP peer review, demonstrates the reciprocal learning that takes place during peer reviews, with the review team developing their skills/knowledge and taking learning back to their own youth justice areas.

*“[I] Completed my first peer review this week with an incredible team of Youth Justice colleagues. Being welcomed into another local authority is such a great privilege & opportunity to learn. I’ve come away with great ideas to move forward too.”*

### **3.3 Next Steps**

Demand for peer reviews remains high with services agreed in principle for 2022-23 and preliminary agreements for reviews in 2023-24. With most applications’ request for at least some focus on governance arrangements, the board wishes to prioritise the **recruitment and development of strategic peer review leads**. At present, there are few Head of Service peer review leads due to previously trained leads moving on to other roles/sectors. Most of the current peer review strategic leads are also board members/co-chairs and thus, are already committing extensive in-kind

time to the YJSIP. Increasing the number of strategic peer review leads, also will assist the board in matching peer review leads/reviewers to the receiving YJS' specific need and demographic.

The board plans to **re-engage the YJSIP peer review community** to ascertain who remains in post/active and to ensure those who are trained and able to participate, do engage with the peer review process.

As per all aspects of YJSIP delivery, the board is committed to continue work undertaken in 2021-22 to **embed effective mechanisms to measure impact** with pre, post and 6-month evaluative reviews being completed with receiving services and peer reviewers. Further, the YJSIP wishes to increase its **communications and dissemination of good practice**, identified within peer reviews, to the sector.

## 4 Coaching and Mentoring

### 4.1 Coaching and Mentoring

#### 4.1.1 Coaching and Mentoring: Delivery

Formal coaching matches were limited during 2021-22 resultant limited capacity to promote this aspect of delivery, respond to demand and to undertake matching processes.

There have been 10 formal coaching and mentoring matches during 2021-22 with a diverse regional spread. Areas of focus have included, as examples, youth justice strategy (including sharing effective practice resources); developing youth justice leadership confidence and competence; purist coaching including work life balance and managing expectations; and cultural change. One mentoring match, initiating in 2020 also completed in March 2022.

Since being trained, 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.

#### 4.1.2 Coaching and Mentoring: Resource

Once trained, YJSIP coaches/mentors can utilise their skills across the continuum of mentoring (tell, push, directive) to coaching (ask, pull and non-directive). Formal coaching matches tend to be short-term, goal-oriented relationships involving an initial matching and contracting process, followed by coaching delivery, review and an ending/final review. Mentoring relationships often take place over a longer period. As instrumental to the YJSIP coaching and mentoring model (and the YJSIP's overarching approach) are the informal ways in which coaching and mentoring is embedded in leadership and organisational practice, and thus, ultimately, the impact it has on outcomes for children and families.



What	Who	Hours (accumulatively)
Matching/set up	YJSIP mentor/coaches	10
Preparation, delivery, write-up and review	YJSIP mentor/coaches	255
Developmental activity including supervision and CPD	YJSIP mentor/coaches	20
Follow up evaluation	YJSIP mentor/coaches	5
Total for all Elevate in- kind delivery	290 in kind hours  Equivalent in kind cost of <b>£7,540*</b>	

*\*Based on an average YJS leader salary of £50k, equals £26 per hour*

#### 4.1.3 Coaching and Mentoring: Impact

YJSIP coaching and mentoring community feedback shows that the top benefits of coaching have been an improvement in management skills and capability, alongside an increase in motivation, confidence, and commitment. Several coaches have observed behaviour changes in those that had been coached and evidence of greater employee engagement and commitment.

When asked ‘What type of coaching/mentoring best describes your work?’ – YJSIP coaches told us that the most common two areas for coaching have been, *Management & leadership* and *Personal growth & relationships*. This was followed by *Career, team growth and organisational development*.

One YJSIP coach/mentor has asserted, *“I am fortunate, I have had a number of both coaching and mentoring assignments across a range of topics / issues. Mentoring specifically around conflict resolution, communication and managing people.”*

Coaches/mentors, some of whom are from the previous year’s responses, responded that the most satisfying aspect of their coaching and mentoring assignments included, as examples:

*“Helping staff develop their own conclusions/solutions to problems.”*

*“Seeing some changes in the types of conversations we have about stubborn issues”*

*“Using my style differently to effect change”*

*“I took a step back and gave the staff in question space to come up with more solutions rather than answering their queries. I believe this has built confidence and the staff started using own initiative.”*

Feedback from one mentee who has recently completed an 18-month mentoring relationship:

*“... 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.”*

Feedback from a recent coachee:

*“... 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.”*

In response to being asked if the quality of feedback and challenge received had helped the coachee to explore different perspectives and enable action and ownership, one respondent replied: *“Definitely. It was always achieved constructively and was very effective in developing my own thinking and solutions towards situations.”*

In capturing impact from informal coaching and mentoring, one coach identified benefits post training had included changes to organisational culture, greater employee engagement and commitment, and improved outcomes for children, families and other key stakeholders. Thematically, coaches and mentors have referred to a reduced reliance from supervisees, increased time – with them spending less time responding to queries that supervisees now problem solve themselves, and increased motivation and enthusiasm from those they supervise.

One YJSIP coach/mentor, described their informal coaching has involved, *“staff and manager 1:2:1s, team meetings, management meetings and appraisals.”* They described observing increased engagement and motivation from those they have interacted with, when utilising this approach.

The YJSIP coaching and mentoring offer was initially introduced in recognition that this would assist receiving YJS’ post peer review, to embed identified changes. The YJSIP has received an application from one receiving peer review YJS this year, who has requested a YJSIP coach to assist their next steps in service development.

## **4.2 Elevate**

### **4.2.1 Elevate: Delivery**

In addition to the above coaching and mentoring matches, the YJSIP matched 12 YJSIP mentors with mentees undertaking the Elevate programme this year, of which mentoring was one component. The programme aims to support the career progression of under-represented groups in the youth justice sector. The 6-month mentoring relationships involved in an initial matching process, to ensure best fit and establish expectations and goals, followed by formal contracting. YJSIP mentors

were provided with Elevate specific training, an offer of action learning sets and YJSIP coaching supervision and continued professional development activity.

Participants	Drop-outs	Completions
12 mentees	3 (1 timing not right for them, 1 not enough time to commit to the programme, 1 illness)	9

#### 4.2.2 Elevate: Resource

Of the 12 YJSIP Elevate mentors, 6 were Heads of Service and 6, at operational management level, of whom 4 were from Black, Asian and minoritised ethnic groups.

What	Who	Hours (accumulatively)
Matching/set up	YJSIP mentors	12
Preparation, delivery, write-up and review	YJSIP mentors	162
Developmental activity including action learning sets, required supervision and CPD	YJSIP mentors	108
Follow up evaluation Elevate/YJSIP	YJSIP mentors	9
Total for all Elevate in-kind delivery	<u>291 in kind hours</u> Equivalent in kind cost of <b>£7,566*</b>	

*\*Based on an average YJS leader salary of £50k, equals £26 per hour*

#### 4.2.3 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.

### 4.3 Training Activity

#### 4.3.1 Training Activity: Delivery

A YJSIP *Effective coaching and mentoring techniques* bespoke training development event took place face-to-face at Warwick Conferences, delivered by Portfolio coaching, over two days in February 2022. Since developing the coaching and mentoring offer, the YJSIP has trained 48 coaches/mentors. Of those trained there is a relatively equal split between strategic and operational leaders.

<b>Participants</b>	<b>Delivery month</b>	<b>Completions</b>
16 participants including:  4 strategic leaders 11 operational/deputy Head of Service level 1 YJSIP Business Coordinator	February	14 <i>(2 withdrew on day one due to illness)</i>

#### 4.3.2 Training Activity: Resource

The YJSIP procures a specialist coaching company to deliver its coaching training, continued professional development and supervision offer, as opposed to the use of current YJSIP coaches/mentors. This model ensures YJSIP coaches are trained to the highest, ethical standards, with practice that aligns with the EMCC\* code of ethics. Without this level of investment, delivery risks unsafe practices, a lack of efficacy to coaching and mentoring principles and thus a lack of accountable, professional practice.

While some YJSIP coaches and mentors have undertaken other coaching training/qualifications, the majority are initially more competent and confident in mentoring, which more closely aligns with traditional youth justice leadership approaches. The training and development provided by the YJSIP thus focusses on developing the coaching aspect of sector leader skill, to enable YJSIP coaches and mentors to work across the continuum of coaching and mentoring in response to the individual recipient need.

*\*European Mentoring and Coaching Council*

<b>What</b>	<b>Who</b>	<b>Hours (accumulatively)</b>
Training participation	Youth justice sector lead participants	260
Pre and post-event work (e.g., preparing biographies)	Youth justice sector lead participants	14
Post event catch-up	Youth justice sector lead participants	14
Total for in-kind training	<u>288 in kind hours</u> Equivalent in kind cost of <b>£7,488*</b>	

#### 4.3.3 Training Activity: Impact

In April 2022, a virtual catch-up session is scheduled for this year's participants, with the group facilitator and YJSIP coordinator to explore how they have implemented their coaching and mentoring in practice thus far and to explore next steps.

Of those who completed participant feedback, all felt their expectations of the course had either been *met* or *exceeded*, with 95% of respondents rating the course facilitation as *good* or to have *exceeded* their expectations. The extent to which the

course content has impacted their effectiveness as a youth justice manager, was assessed by respondents as either *a lot* or *extensively*.

Participants commented on the usefulness of meeting sector colleagues, the high quality and skill of the facilitators and welcoming the opportunity to have shared good practice – with informal peer support networks being established since, in relation to coaching and practice more generally.

When asked ‘What was the most useful part of the workshop?’, YJSIP coaches said;

*“The training showed how coaching can be used in a wide range of work settings and its difference but link to mentoring”.*

*“I have completed coaching courses previously & I found that this course offered more flexibility in the coaching process.”*

*“I felt enthused about coaching and was committed to use it. It was exactly what I needed- a new approach with skills and techniques, with an immediately useful, practical application.”*

*“Very good training. I will be using the skills going forward in my work in developing the service.”*

*“Wish I’d had an opportunity to learn about the use of pure coaching many years back in my management journey.”*

*“I’ve experienced better conversations with the people I supervise. Particularly in regard to their career/skills development.”*

One participant, in response to being asked how the training could be improved, asserted, *“I can’t think how it could be improved. It was the best training I have attended for a long time.”* They continued, *“Everyone in the sector should do this course – it’s incredibly useful and will really change the way I manage. Excellent learning all round and fantastic facilitators.”*

Another participant described the course as *“inspirational... [it was] dynamic and had a perfect balance of interaction and information giving... this course was incredibly refreshing and stimulating. Watching the experts at work [facilitators names] was also incredibly helpful. I am committed to practising as much as possible.”*

## **4.4 Development Activity**

### **4.4.1 Development Activity: Delivery**

As per the programme plan, the YJSIP has continued to offer coaches and mentors coaching supervision and continued professional development throughout 2021-22. All sessions have been facilitated by the current coaching provider, Portfolio, and taken place virtually. Additional developmental activity has taken place for YJSIP mentors engaged in the Elevate programme, as outlined above.

Type	Booked	Cancelled prior to event	No show/cancelled same day	Attended
Group supervision (max capacity 8) x 3 sessions	34	9	12	13
Group supervision (max capacity 8)	5	Not yet take place	Not yet take place	Not yet take place
Continued professional development: Expanding your coaching/mentoring toolkit (max capacity 12) x 3 sessions	25	5	9	11

While acknowledging the continued impact of covid-19 on non-attendance, the data above demonstrate the need to explore further the barriers to coaches and mentors utilising the developmental offer and the YJSIP working to mitigate the barriers and increase attendance. For February 2022's cohort, coach and mentor agreements were signed by participants and their managers in advance, clearly outlining the expectations of the role with engagement in developmental activity included, to ensure ethical practice that aligns with the EMCC code of ethics (to which the YJSIP is signed up to.)

In addition to the formal developmental activity above, the YJSIP has continued to maintain regular communications with the YJSIP coaching community, providing resources and literature to assist coaches and mentors embed their skills in practice. The coaching model (followed by YJSIP coaches) replicates the components of an effective youth justice contact with children and families in respect of establishing the parameters/boundaries of the relationship,

#### 4.4.2 Developmental activity: Resource

The YJSIP portfolio lead (and board member) has worked alongside the YJSIP coordinator and others, to support the developmental activity delivered in year, formulate the coaching and mentoring strategy, and to plan next year's delivery.

What	Who	Hours (accumulatively)
Planning and strategy	Portfolio lead (YJSIP board member)	6
Contributing to expressions of interest for 2022-23 facilitator work	Portfolio lead (YJSIP board member)	2
Supervision and CPD participation	YJSIP coaches/mentors	60
Total for all Elevate in-kind delivery	<u>68 in kind hours</u> Equivalent in kind cost of <b>£1768*</b>	

#### 4.4.3 Developmental Activity: Impact

One YJSIP coach/mentor, provided the following summary of their experience of coaching supervision and the CPD offer; *“The coaching supervision provided a collaborative learning experience which helped to continually build my capacity as a coach through reflective dialogue for the benefit of both coaches and clients... [the facilitator] provided a safe environment for us as a group of coach's/mentors to share successes and failures in becoming more effective in the way we work with our clients. The combination of continued professional development and supervision served to increase my self-awareness, provide me with greater confidence, increased objectivity, and reduced feelings of isolation that I was doing this on my own.”*

Another YJSIP coach, provided this summary: *“... they were all useful opportunities to refresh skills and learn new techniques.”*

#### 4.5 Strategy/Transitions

In year, alongside the substantive transitional work from the YJB to YJSIP coordination, the YJSIP has reviewed some of the coaching and mentoring processes, procedures and the overarching strategy for this delivery area, with contributions from the YJSIP board portfolio lead, board members and the business coordinator.

#### 4.6 Next Steps

The YJSIP has recently undertaken an expressions of interest exercise for facilitation of next financial year's coaching and mentoring group supervision and continued professional development activity. The YJSIP board will **review submissions and determine next year's provider.**

The board wishes to **refresh its coaching and mentoring framework, develop its matching processes** and undertake necessary maintenance work to ensure its alignment with **EMCC code of ethics**. This will encompass the remaining **transitional work from YJB to devolved YJSIP delivery.**

It is intended that the YJSIP aspires to match a minimum of **12 YJSIP mentors/coaches with coachees/mentees** and will provide a further **12 coaches/mentors for next financial year's Elevate programme**, delivering coaching/mentoring over a 6-month period. Further, the partnership will **increase attendance across the community for its supervision and CPD offers**, and particularly for those actively engaged in YJSIP formal coaching/mentoring.

**Measuring impact is a priority** as per other delivery areas, building on evaluation mechanisms that are already in place for this delivery area.

Despite evident demand from the sector to engage in coaching training and delivery, the YJSIP board has decided to **prioritise the matching, support and**

**measurement of impact for coaching and mentoring** at present, and thus will not be facilitating a further coaching and mentoring training course during 2022-23.

## 5. Operations Manager

### 5.1 Operations Manager Training

#### 5.1.1 Operations Manager Training: Delivery

During 2021-22, the board portfolio lead, project officer, training sector leads, and business support worker undertook work to refresh materials and adapt training content for virtual delivery. The virtual model provided more opportunity for participants to network and share practice with colleagues from other areas and increased the accessibility for those for whom travel would have impeded their attendance beyond the covid-19 related travel restrictions. Transitioning from face-to-face to virtual involved considerable resource, to adapt content and to remedy various technical challenges.

There was a good participant representation across England and Wales. Representation was particularly high from Yorkshire and Humberside (14 participants across the cohorts). Few applications were received from the Northeast, Southeast or the Southwest. It is feasible, that in some of the lesser represented regions, current operations managers have either accessed this provision, or there is low demand for this developmental activity.

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

<b>Participants</b>	<b>Delivery method</b>	<b>Completions</b>
58 participants across 4 cohorts	All online delivery	50 completions, <i>some awaiting catchups following illness impacting attendance on day 2 or completing course activity prior to day 2</i>

#### 5.1.2 Operations Manager Training: Resource

As with peer review, sector leaders are trained to deliver the operations manager training (in-kind). They are trained by current trainers, the YJSIP board portfolio lead (and board member) and a project officer.

<b>What</b>	<b>Who</b>	<b>Days (accumulatively)</b>
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Planning, including migration to teams	Sector trainers/portfolio lead	8 days
Delivery	Sector trainers/portfolio lead	30 days
Post event debrief/evaluation, coordination and liaison with independent evaluators post delivery	Portfolio lead (some contribution from trainers also)	8 days
Total in-kind delivery	<u>46 in kind days (345 hours)</u> Equivalent in kind cost of <b>£7,995*</b>	

*\*Based on an average YJS leader salary of £50k, equals £26 per hour*

### 5.1.3 Operations Manager Training: Impact

The move to virtual delivery and initially this being over zoom led to considerable challenge for trainers and participants. Delivery was moved from Zoom to Microsoft Teams mid-year, which reduced participant issues accessing the course. It did however remain a feature of respondent feedback. Despite this, feedback consistently referred to the level of experience, knowledge, and confidence of trainers.

Examples of responses from participants about what they took away from the training recurrently included the opportunity to network with colleagues and the ability to consider different approaches used by other areas. An example response, *“I met with people who I would probably never meet with before... its reaffirming really just to know that other youth justice services in other areas are experiencing the same issues.”*

In emphasising the benefit of sharing practice, one respondent, explained, *“It was really nice following our successful inspection to be able to go and impart some of the really good stuff that we’ve got going on as well.”*

Participants identified useful aspects including expanding their skill and knowledge in relation to action planning and defensible decision making.

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...”*

The distance learning aspect of the course was seen as useful but often challenging to prioritise alongside their work. Participants referred to the usefulness of having weekly email reminders from the YJSIP business support worker. For example,

stating, “...it was handy to keep people on track to have the administrator who sent regular emails... reminding people what week we were on, reminding people where in theory they should be up to...so that was a good feature.”

One participant queried whether the workbook content could be revised to be more interactive and online, suggesting the use of podcasts. “You can then get on and listen in the car, on the way home, and reflect on it then.” To adapt content to be online to this extent would require considerable resource, beyond the scope of the YJSIP’s current budget. Another respondent liked the inclusion of useful online resources, asserting they dipped in to these regularly throughout the course.

Further, respondents fed back the usefulness of being offered trainer check-ins during the course.

In reviewing participant feedback about the impact of the course on their practice – taken from the indicative independent evaluation which encompasses responses for previous cohorts also – responses varied, often dependent on the prior experience of the participant.

Of those interviewed, 71% strongly agreed or agreed that *I am more confident in my ability to apply a ‘good enough’ approach when countersigning in Assetplus*, and 71% also strongly agreed or agreed to the statement, *I know how to evidence that I have exercised appropriate management oversight*. 66% of respondents strongly agreed or agreed that [they are] *a more reflective supervisor or manager since completing the course*.

One senior manager observed a participant they supervise to be “... more confident in relation to youth justice risk management and this has been demonstrated and observed in risk management panels he co-chairs.”

Three previous participants, in response to reference to the training at a recent youth justice forum, raised they would recommend the training and particularly “for newcomers to the managerial YJS role.”

## 5.2 Train the trainer

### 5.2.1 Train the Trainer: Delivery

The YJSIP’s premise of delivering sector improvement for the sector, by the sector and with the sector does bring with it the known implication that a proportion of trained sector leaders will subsequently move position or withdraw from delivery. Despite an in-year train the trainer event, several trained trainers have moved positions or have long term illness, and thus, similar to actual operations manager training delivery, despite the reach of training thus far, there will continue to be demand for new trainers and training. A train the trainer event took place in 2021-22 to maintain required levels of trained trainers.

Participants	Delivery method	Completions
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4	Face-to-face	4 <i>2 remain active (1 non-contact since event, 1 long term illness)</i>
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### 5.2.2 Train the Trainer: Resource

The train the trainer event is facilitated by the board portfolio lead, other trained trainers and a project officer.

<b>What</b>	<b>Who</b>	<b>Days (accumulatively)</b>
Train the trainer event including preparation and event	Portfolio lead/trainers	10 days
Total in-kind delivery	<u>10 in kind days (75 hours)</u> Equivalent in kind cost of <b>£1,950*</b>	

### 5.2.3 Train the Trainer: Impact

A recently trained trainer reflected, “...if we do it [practice/lead] better then it’s better for the children so that’s where it comes from, this motivation, it always stems from...[whether practice is] good enough for the children”

Another trainer commented, “I have attended the Operations Manager train the trainer and it became clear from the first day that this is a training opportunity all Youth Justice operations managers should take up and embrace; the professional development elements in all areas of the course are relevant and will ensure effective practice and positive outcomes for children and young people.”

## 5.3 Independent Evaluation

An independent evaluation was commissioned this year, as per the programme plan, to measure impact of the operations manager aspect of the YJSIP. The findings are due to be published in April 2022. Indicative findings demonstrate positive impact following the course, for different groups, identified within the evaluation to include:

- Supervisees and other colleagues
- Partner agencies
- Young people
- Line managers
- Participants themselves

Responses to this evaluation suggest the usefulness of work to set realistic expectations of course content and intended outcomes, alongside clarity over what

level it is pitched at, given feedback suggests impact to be much greater for those who are newer to their post.

## 5.4 Next Steps

A primary focus moving forward is for the board to **assimilate, consider and take action in response to the independent evaluation**. On the basis that the evaluation findings indicate a level of effectiveness (preliminary findings suggest this to be the case), the YJSIP plans to **adapt the course content** as required with the view to **deliver 2 further cohorts virtually** (given continued demand and a tentative wait list for spaces).

**Review pre-course literature** to ensure clarity around the level and intended outcomes/course content, to ensure the course is pitched correctly.

The YJSIP will need to undertake a further **train the trainer event** during 2022-23 to have sufficient capacity to deliver further training events.

## 6 YJSIP Governance/Infrastructure

### 6.1 The Tripartite

The YJSIP is delivered through a tripartite agreement, grant funded by the YJB, and overseen by its three partners: sector leaders, the YJB and AYM.

### 6.2 Board Membership

#### 6.2.1 Board Membership: Who We Are

The partnership has welcomed new board representatives and a new co-chair this year, with various board members and the previous co-chair stepping down due to changes of role outside the youth justice arena.

In the coming year, the board is keen to prioritise the recruitment of new board members to regions currently not represented, and to increase its ethnic diversity (alongside a focus on a diverse representation across delivery). Regions the board wishes to recruit to include South Wales, Mid Wales, North-West, East Midlands, South-East and Yorkshire and Humberside.

Member	Youth Justice Service	Region
Angie Fuller (co-chair)	Barking and Dagenham	London
Ellanora Clarke	Lambeth	London
Jane Bennett	Islington	London
Michelle Edwards	Newham	London

Tania Riedel (co-chair)	Brighton and Hove	South-East
Bea Nigolian	Wokingham	South-East
Jacqui Bellfield-Smith (AYM representative)	Stockport	n/a
Sally Churchyard	Bath	South-West
Tony Begley	Warwickshire	West Midlands
Jennifer Meade	Suffolk	East
Jon Bradnum (YJB representative)	n/a	n/a
Emma Blackwell	Gateshead	North-East
Jamie Warr	Flintshire	North-Wales

### 6.2.2 Board Membership: Resource

Though some activities previously fulfilled by the board have this year been transitioned to new business support and coordinator posts, concurrently, the board has acquired various unexpected tasks during 2021-22. The YJB transitional arrangements, adaptations to enable virtual and hybrid delivery, one of the co-chairs having a period of unexpected leave and the change of YJSIP board co-chair, have accumulatively impacted the board resource, and effected the board's ability to drive some of its planned priorities forward, such as embedding benefits realisation processes in place.

<b>What</b>	<b>Who</b>	<b>Hours (accumulatively)</b>
Agreeing agenda, pre-board preparation	Board co-chairs	10
Pre-read for board meetings/ post-board read minutes/papers	Board members	24
Board meetings	All board members	72
Board development event	All board members	110
Regional representation: communicating with the sector	All board members	72
Tripartite meetings/work	Co-chairs, AYM rep	82.5
AYM representative and co-chair AYM Executive board meetings	Co-chairs, AYM rep	20
Grant related meetings/work	Co-chairs, AYM rep	20
Finance meetings/work	Co-chairs, AYM rep	36
Total in-kind board hours	<u>446.5 in kind hours*</u>	
	Equivalent in kind cost of <b>£11,609**</b>	

*\*portfolio board lead work captured within delivery area resource*

## 6.2.2 Programme Support/Coordination

The development, facilitation of training and coordination of YJSIP delivery is primarily undertaken in kind by sector leaders. Additionally, the board has continued this year to commission specific aspects of programme development and delivery to youth justice skilled project officers, recruited via the Association of Youth Offending Team Managers (one of the YJSIP partners).

Following the devolution of YJB delivery contributions and resultant the need for greater programme support for the YJSIP board, a part time business support role was recruited to on a self-employed basis in April 2021, via AYM. The post holder provided board support, coordinated the necessary infrastructure associated with moving much of the operations manager training delivery online and additional assistance for the operations manager planning and delivery.

In November 2021, the board, via AYM, further recruited to a business coordinator post, also on a part time, self-employed basis. This post-holder has assumed the responsibilities previously held by the YJB representative, alongside tasks the YJSIP has not previously had capacity to undertake. It is intended that the post-holder will work collaboratively with board chairs/members, project officers and the sector, to drive forward the board's 2022-23 priorities, coordinating the work and ensuring the benefits realisation is captured, utilised and communicated to the sector.

Areas of priority for programme coordination have included work to obtain an in-year grant uplift, transitional arrangements with the YJB board rep, developing processes and procedures including improvements to the financial processes, and undertaking expressions of interest and ensuring value for money in respect of venues/delivery models.

In January 2022, the YJSIP business support worker left her post to undertake a new opportunity. It is a priority for the board to re-recruit to this post for 2022-23, in recognition that without efficient business support, the partnership cannot sustain effective governance or delivery.

## 7 2021-22 Achievements

As outlined within this report, despite various unforeseen challenges, the YJSIP has continued to deliver 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*

Feedback and evaluation this year has continued to demonstrate how YJSIP activity has impacted sector leader effectiveness, with associated outcomes for the practitioners, organisations, and communities with whom they work with. Further, feedback continues to demonstrate the reciprocal impact of YJSIP activity and of sector leaders reporting that their involvement in YJSIP activity, continues to further their own skills and expertise and the cultural changes they make within their own youth justice areas.

## 7.1 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** have been completed, with feedback from all receiving services and peer review teams articulating a **diversity of benefits** from engaging in the process.
- A range of **formal and informal coaching and mentoring activity took place, including 10 formal matches**, during 2021-22. **Feedback remained consistently positive about its impact**, from those facilitating and those receiving coaching and mentoring.
- Of the **9 Elevate mentoring matches, 6 mentees and 3 YJSIP mentors have moved to more senior posts** since the Elevate programme, citing Elevate as influential to their success. **Confidence levels rose for mentees** and the mentoring aspect of the programme was identified as the most beneficial component.
- The YJSIP **trained 14 coaches and mentors** to join the YJSIP coaching community, now of 48. Those already in post have continued to be offered a **diversity of continued professional development and supervision** to ensure ethical, accountable practice.
- The **operations manager training was redesigned to work as a virtual model**. Having overcome numerous technical challenges, **50 operations managers completed the training and development** activity. Participant feedback identified **various benefits to the training including increased confidence around management oversight and the ability to network** and share good practice with colleagues from other regions.
- 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 recruitment of sector leaders and YJSIP delivery has continued to be undertaken with a good representation across the regions, thus **promoting national sector improvement**.
- The YJSIP remains the **only national youth justice sector improvement offer**.
- Evaluation and informal feedback from all delivery areas demonstrates the extent to which sector leaders, at an operational and strategic level, benefit and value the **networking opportunities provided by YJSIP activity**.
- The board adapted to the unexpected devolution of previous YJB responsibilities and subsequently **recruited to business support and business coordination posts, to bolster the work of board members and project officers, and to subsume previous YJB roles**.
- With the above infrastructure in place, developmental work has started, to strengthen the partnership's **benefits realisation tracking, communications and processes and procedures** to enable for **more efficient oversight and delivery**.
- The board has **recruited 5 new board members and a co-chair**.

## 8 YJSIP 2022-23 and Beyond

The YJSIP has set out its 2022-23 priorities and recognises that it must continue to develop its capturing of data and ability to demonstrate impact.

The YJSIP remains highly committed to collaboratively delivering responsive and supportive sector improvement and in driving forward effective youth justice governance, leadership and practice that influences outcomes for children, families and communities who come into contact with the system.

The unexpected transitional arrangements related to the YJB's devolution of its historic YJSIP delivery roles alongside rising delivery costs, have had significant impact on the board's revisions to its original programme plan/costings for 2022-23. The partnership is clear that future delivery must continue to adapt to sector need but also for the YJSIP to be effective in demonstrating and communicating the reach of its work and its associated outcomes, infrastructure is required beyond that of its continually abundant in-kind resource.

### 8.1 YJSIP Programme Priorities/Plan 2022-23

#### Peer review



- 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 shared with board for approval
- Peer review and leadership event (face-to-face)
- Benefits realisation including documenting intended outcomes of receiving YJS' and tracking this being realised (post-review/6-month post-review). Also capturing impact for peer review teams within their own practice/services

### **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)

### **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
- Not delivering further training event in year
- Benefits realisation including capturing impact/outcomes for coachees/mentees

### **Programme Maintenance**

- Increase board membership/diversity of its representation
- Clarity around the offer when promoting YJSIP activity, with expectations of both YJSIP/the receiving practitioner/YJS attached to the application form
- Establish benefits realisation across delivery areas, articulating intended outcomes and mechanisms to monitor progress/outputs/outcomes
- Collaboratively explore next steps for the YJSIP post 2023
- Improve our communications across the sector about what we do, how to get involved and what impact we have, while continuing our dialogue with the sector in relation to emergent sector need/themes.

In all aspects of development and delivery we will have a priority toward:

- the voice of the child
- Anti-racist and anti-discriminatory practice, disproportionality, and diversity.

## 9 2022-23 and Beyond Programme Risks

The covid-19 pandemic has notably impacted YJSIP planning and delivery during 2021-22. There has been a substantial impact also, following the YJB devolving its previous delivery roles, with the YJSIP subsuming administrative and coordination responsibilities it had not previously undertaken nor financially factored into its programme plan.

YJSIP development in communications, data collection and evaluation has been further impacted by the current lack of business support and the need to prioritise activity in order to achieve an in-year grant uplift, resultant the above challenges and consequent impact on resource/finance.

The board has learnt from historic delivery that for the YJSIP to be able to deliver its programme plan effectively and efficiently and to have demonstrable impact on sector improvement, there necessitates infrastructure and programme support beyond that of in-kind sector leaders and the contributions made by the tripartite partners. This requires resource beyond the initial grant allocation, which was awarded based on considerable infrastructure contributions that are no longer possible, and that now fall to the YJSIP, alongside increased demand to demonstrate impact and accountability.

Unless additional training is undertaken, the current lack of peer review leads, and operations manager trainers will impact the partnership's ability to deliver in these areas.

All project areas will require continued communications and development activity to ensure the YJSIP is clear about who remains in post, to retain their skills and to ensure value for money by utilising the extensive skills and expertise there now exists across the regions in YJSIP sector leaders who can continue to work with the sector to drive forward sector improvement, organisational change and improved child outcomes.

April 2022