

IMPROVEMENT PLAN BROMLEY YOS 2015

| RECOMMENDATIONS | ACTIONS | OUTCOME OF ACTIONS | LEAD | TIMESCALE | RAG/PROGRESS | |
|--|---------|---|--|---|--|---|
| LEADERSHIP & PARTNERSHIPS (1) Ensure there is effective governance, partnership and management arrangements are in place. The governance arrangements will ensure that the YOS meets local and national criminal justice targets and objectives, and maintain good quality services. | a | Create a single Strategic YOS Management Board, with Senior agency representation. | YOS to be given clear strategic direction. | Acting Chair of the Management Board (Kay Weiss) | Commence: May 2015 Complete: July 2015 | <ul style="list-style-type: none"> YOS Board membership has been reviewed and includes senior agency representation. First meeting held May 2015. Doug Patterson appointed Chair Meetings will take place every other month. |
| | b | Undertake a <u>GAP analysis</u> of the management Board in line with "Modern youth offending partnerships (YJB 2013) and Partners in crime? Findings from inspections on youth offending team partnerships (HM Inspectorate of Probation 2014). | Clear analysis identifying key areas of risk. | Pat Jennings Head of Service/ Acting Chair of the Management Board (Kay Weiss) | Commence: June 2015 Complete: July 2015 Review: June 2016 | <ul style="list-style-type: none"> Gap Analysis drafted June 2015. Document to be presented to YOS Board for sign off on 14 July 2015 |
| | c | Create a training plan in conjunction with the YJB, to enable the new Board to have a collective understanding of their roles and responsibility. | Clarification over YOS Board member's roles and shared responsibilities. | Pat Jennings Head of Service/Richard Vaughan YJB | Commence: September 2015 Complete: December 2015 Review: Yearly | <ul style="list-style-type: none"> Training/expectations exercise to be undertaken. |
| | d | Develop a relevant data report in a clear format for the board to scrutinise monitor or support performance. | Standardisation of data analysis across the YOS to inform decision making and effective challenge. | Pat Jennings Head of Service/Richard Vaughan YJB/ Pratheepan Jeyapragasam | Commence: July 2015 Complete: August 2015 Review: Quarterly | <ul style="list-style-type: none"> YOS Performance indicator report has been created. National and Local targets have been established. Document to be presented to YOS Board for sign off on 14 July 2015. Business Development Manager and Crime Analyst to meet with a high performing London YOS analysts |
| | e | Explore and initiate joint strategic partnerships to meet local and national criminal justice targets and objectives and provide good outcomes for children and young people in or at the margins of the criminal justice system. | Whole system approach established to meet the Youth Justice agenda. | Pat Jennings Head of Service | Commence: September 2015 Complete: November 2015 Review: Quarterly | <ul style="list-style-type: none"> Youth Justice to remain a standing item on partner strategic Boards. Meeting dates have been diarised Explore integrated targets Youth Justice Plan |
| | f | Restructure the YOS staff structure to ensure that it is fit for purpose. By ensuring all YOS core business is adequately staffed and resourced to meet the needs of children and young people. | Structure to meet the changing landscape. | Pat Jennings Head of Service/YJB | Commence: August 2015 | <ul style="list-style-type: none"> Create a contemporary organisational structure to reflect the partnership and clarify roles/responsibilities Workforce development policy |

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| <p>QUALITY (2) Increase the likelihood of successful outcomes by undertaking good quality assessment and planning, deliver appropriate interventions and demonstrate both positive leadership and effective management.</p> | <p>a Reintroduce the locally agreed quality assurance audit informed by "infopath" to facilitate improvement.</p> | <p>Quality reports and interventions in place.</p> | <p>Pat Jennings Head of Service/Richard Vaughan YJB</p> | <p>Commence: January 2016 Complete: February 2015 Review: Quarterly</p> | <ul style="list-style-type: none"> Review/create/implement QA audit Excel QA from YJB Map "infopath" Training to Managers and staff by YJB Mock inspection and Report by HMIP |
| | <p>b Case files to be (dip sampled) scrutinised by the management team and supervisors during supervision in line with the policy and that this analysis is robust. Managers should record this on CVYJ as a file check.</p> | <p>Quality reports and interventions in place.</p> | <p>Pat Jennings Head of Service</p> | <p>Commence: July 2015 Complete: Ongoing Review: Monthly</p> | <ul style="list-style-type: none"> Supervision Plan has been drafted and disseminated to staff. Review and update Supervision policy in line with CSC Implement and embed supervision audit/reflective observation to be embedded |
| | <p>c From case file supervision, individual training needs are identified and addressed through team or one to one training sessions where appropriate.</p> | <p>Fully trained staff complement addressing all pertinent youth justice issues.</p> | <p>YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton)/Richard Vaughan YJB</p> | <p>Commence: July 2015 Complete: Ongoing Review: Quarterly</p> | <ul style="list-style-type: none"> PAD's undertaken by management and disseminated to staff Supervision Plan has been drafted and disseminated to staff. Dates arranged YJB APIS training Issues identified through QA The child's journey |
| | <p>d Develop and embed, QA sessions of Assets and Intervention plans undertaken. Staff will attend and convey learning and reasons for interventions to facilitate active participation in the QA process.</p> | <p>Quality reports and interventions in place.</p> | <p>YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton)/ Richard Vaughan YJB</p> | <p>Commence: July 2015 Complete: Ongoing Review: Quarterly</p> | <ul style="list-style-type: none"> YJB has shared draft QA audit tool training to be arranged. Implement and embed QA audit Creation of a managers list of young people at the start and three months to be reviewed Completion rate of audits to be recorded in Performance Digest |

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| | e | Managers to meet and train prior to implementation to ensure a consistent approach. | Consistently of QA across the management team. | Richard Vaughan YJB | Commence: September 2015 Complete: September 2015 Review: Six monthly | <ul style="list-style-type: none"> • YJB to deliver training on planning and assessment tools. • Training day to be arranged. • Managers to QA Asset/review with YJB to ensure consistency • Training completed |
| | f | Children social care QA to audit files to check that appropriate referrals are being made. | Appropriate referrals made to Social Care | CSC | Commence: May 2015 Complete: Ongoing Review: Monthly | <ul style="list-style-type: none"> • Date set for audits • Diarised meetings set and sent to staff • Audits have been undertaken and are ongoing |
| | g | Screening undertaken by specialist workers to ensure appropriate referrals are made. | Young people receive appropriate interventions based on need. | YOS Management Team (Pat Jennings ; Elayne Stewart; Henry Onojaife; Geraldine Bolton)/CSC | Commence: August 2015 Complete: Ongoing Review: Quarterly | <ul style="list-style-type: none"> • Initial meetings set with YOS and specialist workers (YOS secondees) and CSC • Meeting with YOS management and secondees re referrals to specialist services • Undertake Pre-sentence planning meetings |
| (3) Good quality assessments and planning with the delivery of appropriate interventions, and positive leadership, effective management and partnership work which reduces the risk of harm to others. | a | Evidence of involvement of Social care/ Police/ Probation/Health/ Education/Housing as appropriate to inform assessment and ensure a relevant plan is in place to identify appropriate anticipated outcomes. | All partners information is included in assessments. | YOS Management Team (Pat Jennings ; Elayne Stewart; Henry Onojaife; Geraldine Bolton)/Richard Vaughan YJB | Commence: September 2015 Complete: Ongoing Review: Monthly | <ul style="list-style-type: none"> • YJB has shared draft QA audit tool training to be arranged. |
| | b | Refresher training in RoH and vulnerability. Staff will convey learning and feedback (recorded) at the next supervision session. | All staff will understand risk of harm and vulnerability issues that relate to young people who offend. | YOS Management Team (Pat Jennings ; Elayne Stewart; Henry Onojaife; Geraldine Bolton) Richard Vaughan YJB | Commence: December 2015 Complete: December 2015 Review: Yearly | <ul style="list-style-type: none"> • Date to be arranged for training • YJB and Management team to train staff • Review RoH and VMP panel arrangements • Training completed |

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| | c The management team will observe the supervision sessions with young people, in order to inform overall practice and feedback (recorded) is given to staff at the next supervision session, as reflective practice. | To ensure consistent approaches to interventions to young people. | YOS Management Team (Pat Jennings ; Elayne Stewart; Henry Onojaife; Geraldine Bolton) | Commence: September 2015 Complete: Ongoing Review: Quarterly | <ul style="list-style-type: none"> Time tabled observation periods throughout the year (diarised) Reflected in supervision notes Supervision audits completed |
| | d Safeguarding refresher; and signs of safety training CSC threshold and referrals which is outcomes focussed and enables staff to understand the processes adopted by CSC. | All staff understand safeguarding issues relating to young people. | Anita Gibbons / Pat Jennings Head of Service | Commence: September 2015 Complete: December 2015 Review: Ongoing | <ul style="list-style-type: none"> Making Research Count, training to be undertaken by team scheduled to take place September 2015 Training dates set Training completed |
| | e Establish a focus group to discuss thresholds with YOS and CSC staff to create an understanding of relevant legislation. | YOS and CSC staff will have a clear understanding of thresholds and actions. | Pat Jennings Head of Service / CSC | Commence: January 2015 Complete: Ongoing Review: Six monthly | <ul style="list-style-type: none"> Topics sourced in liaison with CSC Heads of Services Open forums (issue specific e.g. AIM2), staff forums possible presentations Diarised |
| | f Joint induction between YOS and CSC | Improve communication links between teams. Streamline partnership working arrangements with CSC. | Pat Jennings Head of Service /CSC | Ongoing | <ul style="list-style-type: none"> Dates to be arranged for new starters Observation visits to be organised. |
| | g Arrange for Tackling Troubled Families to attend YOS team meeting. | Improve communication links between teams. Streamline partnership working arrangements with CSC. | YOS Management Team (Pat Jennings ; Elayne Stewart; Henry Onojaife; Geraldine Bolton) | Commence: Ongoing Complete: Ongoing Review: June 2015 | <ul style="list-style-type: none"> Member of TTF attended YOS Team meeting. BCP Surgeries have been established (June 2015) and continue to be held every two weeks. |
| | h Joint AIM training to be undertaken (YOS/CSC) and information of the principles disseminated across both teams. | Joint assessment undertaken by staff of young people with sexually concerning behaviour. | Pat Jennings Head of Service /CSC | | <ul style="list-style-type: none"> Date set Attendance at training Dissemination across teams |
| (4) Good quality assessment and planning with the delivery of appropriate interventions, planning and positive leadership, effective | a Ensure that refresher training is undertaken for all practitioners on assessment; production and review of risk management plans. Staff will convey learning and feedback (recorded) at the next supervision. | Quality plans are completed. | YOS Management Team (Pat Jennings ; Elayne Stewart; Henry Onojaife; Geraldine Bolton) /Richard Vaughan YJB | Commence: September 2015 Complete: December 2015 Review: Yearly | <ul style="list-style-type: none"> Review/create/implement protocol Supervision audit training completed by the managers Induction Checklist |

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| management and partnership which reduces the risk of harm; vulnerability and effective contribution to multi-agency child protection arrangements. | b | Ensure that refresher training is undertaken for all practitioners on assessment; production and review of vulnerability plans. Staff will convey learning and feedback (recorded) at the next supervision session. | Quality plans are completed. | YOS Management Team (Pat Jennings ; Elayne Stewart; Henry Onojaife; Geraldine Bolton) /Richard Vaughan YJB | Commence: September 2015 Completion: December 2015 Review: Yearly | <ul style="list-style-type: none"> Review/create/implement protocol Training completed by the managers |
| | c | Review and produce clear materials /guidelines for ensuring victim safety are a key priority in all assessment, planning and service delivery. | The community is protected from harm through quality interventions. | Pat Jennings Head of Service | Commence: October 2015 Completion: November 2015 Review: October 2016 | <ul style="list-style-type: none"> Review/create/implement protocol for victims informed by guidance and legislation Date set Training of staff completed |
| | d | Ensure all partner information is recorded on CVYJ and that appropriate actions are taken based upon the information. | Accurate information in place to produce person centred interventions. | YOS Management Team (Pat Jennings ; Elayne Stewart; Henry Onojaife; Geraldine Bolton) | Commence: September 2015 Completion: Ongoing Review: Quarterly | <ul style="list-style-type: none"> QA audits How do we do this and escalation Review/create/implement protocol for of all partner agencies |
| | e | Ensure that there is 100% compliance in connectivity by reducing the number of "missing docs2 notification to zero. | Information is sent to the secure estate for all young people receiving a remand or custodial sentence. | YOS Management Team (Pat Jennings ; Elayne Stewart; Henry Onojaife; Geraldine Bolton) | Commence: July 2015 Completion: Ongoing Review: | <ul style="list-style-type: none"> Ensuring the local IT system is functioning to aid smooth transition Through team meetings ensure staff are aware of the importance of the documents being sent and managers are informed immediately of any difficulties. |
| | f | Ensure all information is being used the QA audit reviews. | Quality reports in place. | Pat Jennings Head of Service | Commence: September 2015 Completion: Ongoing Review: Quarterly | <ul style="list-style-type: none"> Diarised programme of dip sampled QA reviews |
| | g | Review and implement a SLA with CSC and deliver mixed briefings or information disseminated to staff re: content and implications for each team. | Joint work will be undertaken by both agencies to reduce the likelihood of re-offending. | YOS Management Team (Pat Jennings ; Elayne Stewart; Henry Onojaife; Geraldine Bolton) | Commence: September 2015 Completion: September 2015 Review: September 2016 | <ul style="list-style-type: none"> Review/create/implement a communication strategy across the YOS and partner agencies |

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| | h Joint AIM training to be undertaken (YOS/CSC) and information of the principles disseminated across both teams | Joint assessments of all young people displaying sexually concerning behaviour. | Pat Jennings Head of Service/CSC | Commence: February 2016 Completion: Review: | <ul style="list-style-type: none"> • Training date set • Payment arrangement from CSC for staff • Participants sourced • Training undertaken • Cascaded |
| (5) Ensure that the work with children and young people reduces reoffending and contain a broad range of evaluated interventions. These interventions will account for individual needs and abilities, be SMART and take into consideration partner interventions, these interventions will be monitored to ensure effectiveness. | a Restructure the YOS staff structure to ensure that it is fit for purpose. By ensuring all YOS core business is adequately staffed and resourced to meet the needs of children and young people. | Ensure that the YOS structure is fit for purpose and all partners provide resources to reduce Youth Crime. | Pat Jennings Head of Service/YJB | Commence: July 2015 Completion: September 2015 Review: Annually | <ul style="list-style-type: none"> • Draft contemporary structure drafted to reflect the partnership and roles/responsibilities. • Meeting set 08/07/15 |
| | b Ensure all young people are screened to ensure that interventions take account of their individual leaning styles. The outcome needs to be that high quality interventions address risk of re-offending, tailored to the need of each young person, are delivered in all cases. | Good quality person centred interventions are delivered. | YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton) | Commence: August 2015 Completion: N/A Ongoing Review: Quarterly | <ul style="list-style-type: none"> • Review/create/implement a learning styles questionnaire • Training of staff • Create an intervention database |
| | c Monthly QA sessions of Assets and Intervention plans undertaken. Staff will attend and convey learning and reasons for interventions to facilitate active participation in the QA process. | Quality assets and intervention plans in place. | YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton) | Commence: September 2015 Completion: Ongoing Review: Quarterly | <ul style="list-style-type: none"> • Review/create/implement QA audit • Excel QA from YJB • Creation of a managers list of young people at the start and three months to be reviewed • Audits completed and reported in Performance Digest (completion rate) • All cases that are QA'ed will have interventions appropriate to the ASSET assessment |

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| | d Explore and initiate joint operational partnerships to meet local and national criminal justice targets and objectives and provide good outcomes for children and young people in or at the margins of the criminal justice system. | Whole system approach established to meet the Youth Justice agenda. | Pat Jennings Head of Service | Commence: November 2015 Completion: January 2015 Review: Quarterly | <ul style="list-style-type: none"> Youth Justice a standing item on partner strategic Boards Diarised meeting dates Explore integrated targets Establish Satellite reporting hubs in Penge & Orpington |
| | e Ensure all staffs through the QA; and gatekeeping process accesses all systems electronic or human to create SMART plans. | Good quality plans are in place. | YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton) | Commence: September 2015 Completion: Ongoing Review: Quarterly | <ul style="list-style-type: none"> Access to appropriate IT systems Appropriate secondees in place |
| | f Staff to be trained in the usage of "ASSETplus" and good intervention plans. | All staff will understand and complete good quality end to end assessments. | Henry Onojaife /YJB | Commence: January 2016 Completion: Review: | <ul style="list-style-type: none"> Training date to be arranged with JYB Training to be undertaken by YOS Team |
| | g Establish a monthly multi-agency panel to review interventions for all young people on the re-offending cohort to reduce offending by children and young people. | Reduce the number of young people who reoffend. | Pat Jennings Head of Service/YOS Staff/TTF/CSC/Education/MPS/YPS | Commence: November 2015 Completion: Ongoing Review: Quarterly | <ul style="list-style-type: none"> Establish ToR Design reporting form and master copy Invite attendees Meetings held |
| LOOKED AFTER CHILDREN (6) Offending and reoffending is reduced amongst the looked after children population of Bromley. | a Establish a YOS SPOC (manager and practitioner) to co-ordinate services to reduce offending by looked after children (ROLAC). | A clear strategy is developed to reduce offending and divert LAC young people from the youth justice system. | YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton) CSC | Commence: October 2015 Completion: October 2015 Review: October 2016 | <ul style="list-style-type: none"> A CSC Social Worker "secondee" has been identified and will start in August 2015 Identify a member of staff/manager from the programmes team Contact made with Foster carers through CSC and private Children's homes providers Placements within 20 miles of the Bromley Surgeries/Consultation for IRO's and SW |
| | b Monitor the number of LAC, LBB & other on the YOS caseload by offence type and outcomes. Benchmark against comparator areas. | A clear strategy is developed to reduce offending and divert LAC young people from the youth justice system. | YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton) | Commence: August 2015 Completion: Ongoing Review: Quarterly | <ul style="list-style-type: none"> Present information to Management Board, as part of the targets for the service Form part of the data booklet |

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| c | Ensuring CSC are notified when a LAC is appearing in court and are accompanied by their allocated social worker. Where this is not possible; the court worker will have access to the young person's history; care plans; placement information and support packages to comply with any subsequent order. | All information is available to courts to aid sentencing. | Pat Jennings Head of Service /CSC | Commence: June 2015 Completion: Review: | <ul style="list-style-type: none"> Looked After Children and Young People in contact with the Youth Justice system Presentation to SMT/DMT/SW Teams Workshops Court staff (YOS) are notifying CSC |
| d | Provide restorative training to private children residential care homes and LBB's Foster carers on restorative justice principles to respond to minor infractions and offending. | A reduction of LAC young people entering or re-entering the criminal justice system. | YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton) /CSC | Commence: October 2015 Completion: Review: | <ul style="list-style-type: none"> Review and update Protocol with CSC Training date set Training undertaken |
| e | Review and update the protocol between LBB; MPS; YOS and children's residential home providers. Meet with the partners to clearly set out what are the expectations of dealing with in-house incidents and when it is appropriate to call the Police. | A reduction of LAC young people entering or re-entering the criminal justice system | Pat Jennings Head of Service/ Richard Vaughan YJB /CPS/MPS/Courts | Commence: October 2015 Completion: October 2015 Review: October 2016 | Review/create/implement |
| f | Ensure that there are effective mechanisms in place for consulting with and involving the Living in care council about LAC offending and what would make a difference. | The voice of the child is reflected in YOS business. | YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton)/CSC | Commence: October 2015 Completion: November 2015 Review: October 2016 | <ul style="list-style-type: none"> Review and update joint protocol with CSC |
| g | Attendance by YOS and CSC staff at meetings i.e. Child Protection Conferences/Strategy Meetings/Professional Meetings/Children in Need Meetings/Child Care Reviews/Remand Reviews/Initial Sentence Planning Meetings/Risk Management Panel Meetings/Safeguarding Meetings. | All information is sourced to provide quality person centred intervention. | YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton)/CSC | Commence: July 2015 Completion: Review: | <ul style="list-style-type: none"> Review and update joint protocol with CSC Speak to Head of Safeguarding to write to IRO's and Conference chairs Discuss at SMT/DMT to ensure the message is disseminated |
| h | Ensure LAC placed beyond LBB's borders receives the same level of support and services as other young people and this is embedded in practice. | Consistent approach to LAC young people is administered. | YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton) | Commence: October 2015 Completion: Ongoing Review: October 2016 | <ul style="list-style-type: none"> Protocol Placement monitoring panel |

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| <p>THE VOICE OF THE YOUNG PERSON (7) Ensure that the Voice of the young person is recorded and listened to in line with the UN Convention on the rights of the child and the Children’s Acts which require LBB to ascertain the “wishes and feelings” of children.</p> | <p>a Children and young people should have the opportunity to describe things from their point of view. They should be continually involved.</p> | <p>The voice of the child is heard and reflected in interventions.</p> | <p>YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton)</p> | <p>Commence: July 2015 Completion: Review: Ongoing</p> | <ul style="list-style-type: none"> • Staff have been informed through the HOS briefing (July) • Training days set • YJB to undertake training with staff to demonstrate what is a “Good” plan • APIS training • Referral forms • Dip-sampling • HOS Briefing |
| | <p>b There should be evidence that their voice has influenced the decisions that YOS practitioners have made.</p> | <p>The voice of the child is heard and reflected in interventions.</p> | <p>YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton)</p> | <p>Commence: July 2015 Completion: Ongoing Review: Ongoing</p> | <ul style="list-style-type: none"> • Training days set • YJB to undertake training with staff to demonstrate what is a “Good” plan • APIS training • Dip-sampling • Referral forms |
| | <p>c Where appropriate recordings and reports indicate “Voice of the child/young person” in bold. This will include Demeanour; non-verbal communication; or responses to parent/carers.</p> | <p>The voice of the child is heard and reflected in interventions.</p> | <p>YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton)</p> | <p>Commence: July 2015 Completion: Ongoing Review: Ongoing</p> | <ul style="list-style-type: none"> • Staff have been informed through the HOS briefing (July) • Training days set • YJB to undertake training with staff to demonstrate what is a “Good” plan • APIS training • Referral forms • Dip-sampling |
| | <p>d Create a user forum of current and ex Young people to Ensure that there are effective mechanisms in place for consulting with offending young people and what would make a difference.</p> | <p>The voice of the child is heard and reflected in interventions.</p> | <p>YOS Management Team (Pat Jennings; Elayne Stewart; Henry Onojaife; Geraldine Bolton)/ YSP</p> | <p>Commence: January 2016 Completion: Quarterly Review: January 2017</p> | <ul style="list-style-type: none"> • Protocol • Group formed • Group feeding back to YOS |