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RECOMMENDATIONS		ACTIONS	OUTCOME OF ACTIONS	LEAD	TIMESCALE	RAG	PROGRESS
(1) LEADERSHIP & PARTNERSHIPS 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 - Assistant Director Safeguarding and Children's Social Care)	Commence: May 2015 Complete: July 2015	GREEN	YOS Board membership has been reviewed and includes senior agency representation. Doug Patterson appointed Chair of Board Borough Commander Chris Hafford (Deputy Chair). Meetings take place once a month. Frequency to be reviewed in December 2015.
	b	Undertake a GAP analysis 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.	Eamon Brennan - Head of Service Acting Chair of the Management Board (Kay Weiss)	Commence: June 2015 Complete: July 2015	GREEN	Gap Analysis drafted June 2015. Document presented to YOS Management Board and signed off on 14 July 2015.
					Review: June 2016		Review of Gap Analysis to commence June 2016.
	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.	Eamon Brennan - Head of Service Richard Vaughan - Youth Justice Board	Commence: September 2015 Complete: December 2015	GREEN	YJB Management Board Training undertaken on Monday 14 September for Board Members and Tuesday 15 September 2015 for Designated Managers from each agency.
					Review: Yearly		Annual review of training schedule to be carried out September 2016
	d	Develop a relevant data report in a clear format for the board and YOS Management Team to scrutinise monitor or support performance standards.	Standardisation of data analysis across the YOS to inform decision making and effective challenge.	Eamon Brennan - Head of Service Pratheepan Jeyapragasam - Crime Analyst Tracey Rogers - Business Development Manager	Commence: July 2015 Complete: August 2015 Review: Quarterly	GREEN	Business Development Manager and Crime Analyst met with a high performing London YOS to benchmark 'good practice'. Recommendations discussed at YOS Management Board 11 August 2015. YOS Performance report has been developed to include national and local targets and will be reviewed monthly by the YOS Management Board. All members of staff to attend reviewed Childview training workshops September 2015. LBB data cleaning exercise 'Stat Monday' to commence September 2015.
	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.	YOS Management Board	Commence: September 2015 Complete: November 2015 Review: Quarterly	AMBER	Youth Justice to remain a standing item on partner agencies strategic Boards and feedback at YOS Management Board Explore integrated targets and Youth Justice Plan Review and update joint agency protocols to ensure that they are fit for purpose
	f	Review the existing YOS Departmental structure to ensure that it is fit for purpose.	Reviewed structure to ensure all YOS core business is adequately staffed and resourced to meet the needs of the service.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)/Kay Weiss/ Youth Justice Board/ Antoinette Thorne	Commence: August 2015 Completion: September 2015	AMBER	The Draft structure chart presented to Management Board 14 July 2015 has been put on hold. The team has undergone an internal reorganisation to support supervision and caseloads. Workforce Development Strategy is being developed.

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(2) QUALITY Increase the likelihood of successful outcomes by undertaking good quality assessment and planning, deliver appropriate interventions and demonstrate both positive leadership and effective management.	a	Develop and implement robust Performance Management Framework to improve quality of assessments and planning across the service. Reintroduce the locally agreed quality assurance audit informed by "infopath" to facilitate improvement.	Quality reports and interventions in place.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)/ Youth Justice Board	Commence: January 2016 Complete: February 2016 Review: Quarterly	AMBER	YJB training of QA tools delivered to YOS Management Team on 21 August 2015. Audits of Court and Community work commenced Sept 2015, benchmarking carried out in October 2015.
	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.	Quality reports and interventions in place.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Commence: July 2015 Complete: Ongoing Review: Monthly	AMBER	Supervision Policy has been updated and disseminated to staff.
	c	Draft and develop comprehensive Workforce Development Policy to support staff in the delivery of their role.	Fully trained workforce competent in their roles and able to address pertinent youth justice issues.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)/ Youth Justice Board	Commence: July 2015 Complete: Ongoing Review: Quarterly	AMBER	PAD's undertaken by management and disseminated to staff. Reviewed Supervision Policy has been updated and disseminated to staff. Workforce Development Strategy has been drafted in conjunction with Corporate Workforce Development Team. Individual training issues to be identified through QA exercise. Refresher training/training to be offered on the child's journey.
	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.	Quality reports and interventions in place.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)/ Youth Justice Board	Commence: July 2015 Complete: Ongoing Review: Quarterly	GREEN	QA Audit tool reviewed and updated by YJB. Training with YOS Management undertaken 21 August 2015. QA audits commenced September 2015. Feedback discussed at Improvement Board and Management Board's
						AMBER	Completion rate of audits to be recorded in Performance Digest
	e	Managers to meet and train prior to implementation to ensure a consistent approach.	Consistently of QA across the management team.	Youth Justice Board	Commence: September 2015 Complete: September 2015 Review: Six monthly	AMBER	YJB to deliver training on planning and assessment tools. Staff undertaken Assessment Training 25 June 2015 Managers to QA Asset/review with YJB to ensure consistency
	f	Children's Social Care Quality Assurance Team to undertake an audit of YOS files to check that appropriate referrals are being made.	Appropriate referrals made to Social Care	Anita Gibbons – Head of Quality Assurance and Principal Social Worker/Teresa Doherty - Group Manager Quality Assurance Child Protection	Commence: May 2015 Complete: Ongoing Review: Six monthly	GREEN	Audit of cases undertaken by Children's Social Care Quality Assurance Unit August 2015. CP Surgeries being held at the YOS once a month. Diarised meetings organised and shared with staff.

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	g	All Case Managers to ensure young people undertake screening by specialist worker so that appropriate referrals are being made.	Young people receive appropriate interventions based on need.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)/CSC	Commence: August 2015 Complete: Ongoing Review: Quarterly	AMBER	Health Screening Procedure relaunched at YOS Team meeting September 2015. Meeting with YOS management and secondees re referrals to specialist services Pre-sentence planning meetings being undertaken by all workers.
	h	Early help services target those children and young people who are already offending and work with the YOS to prevent offending behaviour becoming entrenched.	Young people will Step down into BYSP service provision and support. Young people will have a range of activities to pursue constructive use of leisure time. Young people will have an understanding of the criminal justice system. BYSP staff trained in restorative justice approaches.	Eamon Brennan - Head of Service Linda King – Group Manager Youth Support Services	Commence: August 2015 Ongoing	AMBER	Meet with TYS to make "Step down" referrals from YOS to BYSP. Support for those reported to YOS but not meeting YOS threshold. Organise a regular meeting with BYSP. Joint training with BYSP around issues affecting young people. Increase the scope of the Impact roadshow to include BYSP provisions. Create a clear pathway to ensure targeted interventions by BYSP. Increased production of CAF's to inform partners information. Train BYSP staff in RJ approach.
	i	Mock inspection and report by YJB	YOS service to receive robust challenge to improvements that have been put in place.	Youth Justice Board	Commence: January 2016		
(3) ASSESSMENTS AND PLANNING Good quality assessments and planning with the delivery of appropriate interventions, and positive leadership, effective management and partnership	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 and intelligence is included and used to inform assessments.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)/ Youth Justice Board	Commence: September 2015 Complete: Ongoing Review: Monthly	GREEN	QA Audit tool reviewed and updated by YJB. YOS Management Team undertaken 21 August 2015. QA audits commenced September 2015.
						AMBER	Staff attendance at YJB Assessment training on 25 June 2015 to demonstrate what is a "Good". APIS training. Review, update and implement referral forms. Review and update all policies and procedures. Complete a review timetable in order to ensure completion of task. Ensure legislative updates are incorporated into policies and procedures.
	b	Refresher training in RoH and vulnerability. Staff to evidence learning and feedback in supervision sessions.	All staff will understand risk of harm and vulnerability issues that relate to young people who offend.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)/ Youth Justice Board	Commence: December 2015 Complete: December 2015 Review: Yearly		Staff undertook training Oct 2015 delivered by Wardell Associates i) ASSET and Intervention Planning, ii) Assessing and Managing Risk and Vulnerability and iii) Report Writing. Review RoH and VMP panel arrangements.

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work which reduces the risk of harm to others.	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 (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Commence: September 2015 Complete: Ongoing Review: Quarterly	AMBER	Supervision Policy has been reviewed and updated. YOS Management to timetable observation periods throughout the year and to be reflected in supervision notes. Supervision audits to be 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 - Head of Quality Assurance and Principal Social Worker / Eamon Brennan - Head of Service	Commence: September 2015 Complete: December 2015 Review: Ongoing	AMBER	Making Research Count training attended by staff 10 September 2015 Signs of Safety training is being rolled out across Children's Social Care and YOS officers have been invited to attend.
	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.	Eamon Brennan - Head of Service Anita Gibbons - Head of Quality Assurance and Principal Social Worker	Commence: January 2016 Complete: Ongoing Review: Six monthly		Topics sourced in liaison with CSC Heads of Services Open forums (issue specific e.g. AIM2), staff forums possible presentations. Links to Corporate Parenting Meeting.
	f	Joint induction between YOS and CSC	Improve communication links between teams. Streamline partnership working arrangements with CSC.	Eamon Brennan Anita Gibbons - Head of Quality Assurance and Principal Social Worker	Ongoing	AMBER	Arrangements have been put in place so that YOS new starters receive induction with CSC Officers and CSC new starters contact Business Support to arrange induction with YOS.
	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 (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Ongoing Review: June 2015	GREEN	Member of TTF attended YOS Team meeting. BCP Surgeries established June 2015 and continue to be held every two weeks.
	h	Review the variety, quality and quantity of ETE provision for all young people on the YOS caseload.	Increased variety of ETE provision for young people on the YOS caseload.	Chair of the Management Board Eamon Brennan - Head of Service Linda King - Youth Services	Commence: October 2015 Complete: March 2016	RED	The YOS needs to identify which young people eligible to receive ETE provision post and pre 16 year old. Investigate the current provision of ETE opportunities available to young people. Identify the gap in provision through a gap analysis and market testing. Make recommendations upon the findings.

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(4) Good quality assessment and planning with the delivery of appropriate interventions, planning and positive leadership, effective management and partnership which reduces the risk of harm; vulnerability and effective contribution to multi - agency child protection arrangements.	a	All practitioners to participate in training/refresher training 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 (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton) /Youth Justice Board	Commence: September 2015 Complete: December 2015 Review: Yearly	GREEN	Induction Checklist – all new Case Managers are fully supported and trained in their role. Staff attendance at i) ASSET and Intervention Planning, ii) Assessing and Managing Risk and Vulnerability and iii) Report Writing training sessions delivered by Wardell Associates – October 2015.
	b	All practitioners to participate in training/refresher training 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 (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton) /Youth Justice Board	Commence: September 2015 Completion: December 2015 Review: Yearly	GREEN	
	c	Review and produce clear materials /guidelines for ensuring victim safety is a key priority in all assessments, planning and in service delivery.	The community is protected from harm through quality interventions.	Eamon Brennan - Head of Service	Commence: October 2015 Completion: November 2015 Review: October 2016	AMBER	Review/create/implement protocol for victims informed by guidance and legislation. Staff undertook training Oct 2015 delivered by Wardell Associates i) ASSET and Intervention Planning, ii) Assessing and Managing Risk and Vulnerability and iii) Report Writing.
	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 (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Commence: September 2015 Completion: Ongoing Review: Quarterly	AMBER	QA audits commenced September. Benchmark analysis available following October case audit. BSCB escalation procedure disseminated to team. Protocol for of all partner agencies to be reviewed and updated.
	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 (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)/ Pratheepan Jeyapragasam	Commence: July 2015 Completion: Ongoing	AMBER	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. Training/refresher training to be offered to staff in September 2015.
	f	Ensure that assessments are informed by data sourced from a range of agencies.	Quality reports in place.	Eamon Brennan - Head of Service	Commence: September 2015 Completion: Ongoing Review: Quarterly	AMBER	QA audits commenced September. Benchmark analysis available following October case audit.
	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 (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Commence: September 2015 Completion: September 2015 Review: September 2016	RED	Review/create/implement a communication strategy across the YOS and partner agencies

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5) REDUCING REOFFENDING 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	Ensure all young people are screened to ensure that interventions take account of their individual learning 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 (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Commence: August 2015 Completion: Ongoing Review: Quarterly	AMBER	Health Screening Procedure re launched October 2015 and discussed in full team meeting. Review/create/implement a learning styles questionnaire Create an intervention database.
	b	All cases that are QA'ed will have interventions appropriate to the ASSET assessment. Learning from audits to be feedback to staff.	Quality assets and intervention plans in place.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Commence: September 2015 Completion: Ongoing Review: Quarterly	AMBER	QA audit tool for Court and Community work reviewed and updated Aug 2015. QAs dip sampled from all young people at the start of their order and when being reviewed (at three months), commenced September 2015. Benchmarking exercise carried out October 2015. Completion rate of audits to be reported in Performance Digest
	c	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.	Eamon Brennan - Head of Service	Commence: November 2015 Completion: January 2016 Review: Quarterly		Youth Justice a standing item on partner strategic Boards Diarised meeting dates Explore integrated targets Establish Satellite reporting hubs in Penge & Orpington
	d	Use QA process to evidence that members of staff can access and use a variety of resources to create SMART plans.	Good quality plans are in place.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Commence: September 2015 Completion: Ongoing Review: Quarterly	AMBER	QA of Court and Community casework commenced September 2015. Benchmarking exercise of SMART plans carried out October 2015. Staff undertook training Oct 2015 delivered by Wardell Associates i) ASSET and Intervention Planning, ii) Assessing and Managing Risk and Vulnerability and iii) Report Writing.
	e	Staff to be trained in the usage of "ASSET*plus*" and good intervention plans.	All staff will understand and complete good quality end to end assessments.	Henry Onojaife / Youth Justice Board	Commence: January 2016 Completion: Ongoing		Training date to be arranged with JYB Training to be undertaken by YOS Team
	f	Undertake a review of the interventions being delivered by the service by establishing a multi-agency task and finish group to review interventions for all young people on the re-offending cohort.	Identify effectiveness of current support being provided and make recommendations where improvements can be made. Reduce the number of children and young people who reoffend.	Eamon Brennan/YOS Staff/ TTF/CSC/Education/MPS/ YPS	Commence: November 2015 Completion: Ongoing Review: Quarterly		Establish ToR Design reporting form and master copy Invite attendees Meetings to be scheduled

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(6) CHILDREN LOOKED AFTER 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 CLA young people from the youth justice system.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)/Anita Gibbons/ Teresa Doherty/Wendy Kimberley – Group Manager Quality Assurance Looked After Children	Commence: October 2015 Completion: October 2015 Review: October 2016	GREEN	CSC Social Worker "secondee" commenced employment with service August 2015 and appointed to role October 2015.
	b	Monitor the number of CLA, 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 CLA young people from the youth justice system.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Commence: August 2015 Completion: Ongoing Review: Quarterly	AMBER	All members of staff to attend reviewed Childview training workshops September 2015. LBB data cleaning exercise 'Stat Monday' to commence September 2015. Amended YOS Performance report in development to be presented to the YOS Management Board. Present information to Management Board, as part of the targets for the service. Form part of the data booklet.
	c	Ensuring CSC are notified when a CLA 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.	Eamon Brennan - Head of Service Anita Gibbons - Head of Quality Assurance and Principal Social Worker Ian Leadbetter – Head of Care and Resources	Commence: June 2015 Completion: Ongoing	AMBER	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	Offer 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 CLA young people entering or re-entering the criminal justice system.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton) /Anita Gibbons/ Ian Leadbetter	Commence: October 2015 Completion: Review:	RED	Review and update Protocol with CSC Training to be arranged and delivered to partners.
	e	Review and update the protocol between LBB; NPS; 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 CLA young people entering or re-entering the criminal justice system	Eamon Brennan - Head of Service/ Youth Justice Board /CPS/MPS/Courts/CSC	Commence: October 2015 Completion: October 2015 Review: October 2016	RED	
	f	Ensure that there are effective mechanisms in place for consulting with and involving the Living in care council about CLA offending and what would make a difference.	The voice of the child is reflected in YOS business.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)/Anita Gibbons/ Ian Leadbetter – Head of Care and Resources/ Susan Philips – Head of Safeguarding and Care Planning / Melissa Bob-Amara – Active Involvement Officer	Commence: October 2015 Completion: November 2015 Review: October 2016	AMBER	Review and update joint protocol with CSC Head of Service briefing to Corporate Parenting Meeting November 2015. Initial meeting between CSC and YOS arranged 25 Nov 2015.

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	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 (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)/CSC	Commence: July 2015 Completion: Ongoing Review: Ongoing	AMBER	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 CLA placed beyond LBB's borders receive the same level of support and services as other young people and this is embedded in practice.	Consistent approach to CLA young people is administered.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Commence: October 2015 Completion: Ongoing Review: October 2016	AMBER	ROLAC established and attending CLA reviews. Joint protocol with CSC to be reviewed and updated.
(7) THE VOICE OF THE YOUNG PERSON 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.	a	Undertake a review of service user engagement currently being received into the YOS.	Children and young people, parents/carers should have the opportunity to describe things from their point of view and be continually involved in decision making.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Commence: September 2015 Completion: March 2016 Review: Ongoing	AMBER	YOS Service User Feedback is requested from young people. First feedback report due mid November. The service is collating HMIP surveys 27 questionnaires to be completed by 14 Feb 2016. Develop a parenting Working Together Agreement to ensure that the parents/carers are fully engaged whilst the young person is working with the YOS.
	b	Improve the level of engagement from service users (children and young people, parents and carers) with the service to inform decision making.	The voice of the child is heard and there is evidence that feedback received has influenced the decisions that YOS practitioners have made.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Commence: July 2015 Completion: Ongoing Review: Ongoing	AMBER	Staff reminded the importance of receiving feedback from HOS briefing (July). Staff attended YJB training to demonstrate a "Good" plan. QA of case files to evidence areas of good practice. Monitor the number and range of referrals being sent. APIS training to be organised. Monthly feedback from young people is being collated using Service User Feedback forms.
	c	Where appropriate recordings and reports indicate "Voice of the child/young person" . This will include demeanour; non-verbal communication; or responses to parent/carers.	The voice of the child is heard and reflected in interventions.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)	Commence: July 2015 Completion: Ongoing Review: Ongoing	AMBER	Staff have been informed through the HOS briefing (July) Staff attended YJB training to demonstrate a "Good" plan. APIS training to be organised. QA of case files to evidence areas of good practice. Monitor the number and range of referrals being sent.
	d	Create a service user forum for current and former young people to enable the service to consult effectively.	The voice of the child is heard and can be reflected in interventions being delivered.	YOS Management Team (Eamon Brennan; Mirelle Lloyd-Taylor; Henry Onojaife; Geraldine Bolton)/ YJB	Commence: January 2016 Completion: Quarterly Review: January 2017		Children and young people will be invited to attend group feedback sessions to inform effectiveness of interventions being offered and consult where improvements can be made on the delivery of support offered.

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Glossary of Terms

ASSET	The ASSET is a structured assessment tool used by Youth Offending Teams (Yots) in England and Wales on all young offenders who come into contact with the criminal justice system[1].
ASSETplus	ASSETplus is the new assessment and planning framework for the youth justice system, it will be replacing the existing ASSET system.
CLA - Children Looked After	A child is looked after by a local authority if he or she has been provided with accommodation for a continuous period of more than 24 hours, in the circumstances set out in sections 20 and 21 of the Children Act 1989, or is placed in the care of a local authority by virtue of an order made under part IV of the Act.
CSC - Children's Social Care	The Children's Social Care Division works to safeguard and promote the welfare of children and young people within the borough as well as providing support and help to children in care to help them have the best possible start in life.
CVYJ - Child View Youth Justice	Child View is the recording system used to support the team.
ETE - Education, Training, Employment	Is support offered to young people to ensure they can access appropriate education**,** training or employment provision.
FTE - First Time Entrants	An offender who has received their first caution or conviction 1 for an offence recorded by a police force in England or Wales or by the British Transport Police.
HMIP - HM Inspectorate of Probation	Is the independent Inspectorate funded by the Ministry of Justice responsible for assessing the work undertaken by the YOS.
infopath	Is the Microsoft software application which is used to support a YJB recommended audit tool.
Intervention level	This refers to the level of involvement provided by the YOS to the young person. The three levels start with 'standard', then 'enhanced' and the highest level of intervention is 'Intensive'.
Intervention Plan	This is the plan which should be completed with the young person identifying key objectives and tasks that must be completed in order to address the factors identified following the completion of the ASSET.
NPS – National Probation Service	This is a statutory criminal justice service that supervises high-risk offenders released into the community.
OOCD - Out of Court Disposals	This will be considered when a young person has committed a less serious, or possible first time offence rather than receiving a prosecution in court.
RoH - Risk of Harm	This is an area within the
ROLAC - Responsible Officer Looked After Children	Named officer responsible for co-ordinating all communication for Children Looked After.
SLA - Service Level Agreement	The agreement between the YOS and partner agencies which sets out roles and responsibilities.
SPOC - Single Point of Contact	Named officer responsible for co-ordinating all communication for a cohort of young people.
YOS - Youth Offending Service	The Youth Offending Service is a statutory service created by the Crime and Disorder Act 1998. The service's main responsibility is to help young offenders face the consequences of their offending, help them to develop a sense of personal responsibility, and work with young people to tackle the particular factors (e.g. personal, family, educational, or health) that put them at risk of offending.
YJB - Youth Justice Board	Is the organisation within England and Wales that is responsible for: • overseeing youth justice services • the placing of children and young people remanded or sentenced to custody • advising the Secretary of State for Justice on the operation of, and standards for, the youth justice system • providing a 'secure estate' for children and young people, with young offender institutions, secure training centres and secure children's homes • making grants to local authorities or other bodies for the development of plans that support our targets • commissioning and publishing research on preventing youth offending

[1] *yjbpublications.justice.gov.uk/en-gb/Resources/Downloads/Asset.pdf*