

Decision Maker: EDUCATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 19 January 2016

Decision Type: Non-Urgent Non-Executive Non-Key

Title: UPDATE ON YOUTH OFFENDING SERVICE IMPROVEMENT PLAN

Contact Officer: Kay Weiss, Director: Children's Services
E-mail: kay.weiss@bromley.gov.uk
Eamon Brennan, Interim Head of YOS
Email: eamon.brennan@bromley.gov.uk

Chief Officer: Director: Children's Services (ECHS)

Ward: (All Wards);

1. Reason for report

- 1.1 This report provides a further update on the progress of the Youth Offending Service (YOS) Improvement Plan and the work being undertaken by the team.
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2. RECOMMENDATION(S)

- 2.1 Members of the Education PDS Committee are invited to comment on the contents of this report and the progress of the YOS Improvement Plan.

Corporate Policy

1. Policy Status: Not Applicable:
 2. BBB Priority: Children and Young People Excellent Council Safer Bromley:
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Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Bromley Youth Support Programme
 4. Total current budget for this head: £960,560
 5. Source of funding: Youth Justice Board Grant and London Borough of Bromley
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Staff

1. Number of staff (current and additional): 22.3
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Statutory Requirement:
 2. Call-in: Not Applicable:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

3.1 Background to YOS Improvement Plan

3.1.1 The Bromley Youth Offending Service (YOS) was subject to a Full Joint Inspection by HM Inspectorate of Probation (HMIP) in February 2015. The outcome of the inspection was disappointing with four out of six key judgements considered to be poor, 1 unsatisfactory and 1 satisfactory.

3.1.2 In response to the Inspection, the YOS, with the help of the Youth Justice Board (YJB), have developed an Improvement Plan (**Appendix 1**). The plan was presented to a Joint Education, Care Services and Public Protection and Safety PDS committee meeting on 22nd July 2015. The Portfolio Holder for Education and Chair of the Education PDS asked for regular reports on the progress of the YOS Improvement Plan to be presented to Education PDS. The Improvement Plan has been updated and subsequently agreed by the YOS Management Board and the HMIP Lead Inspector.

3.1.3 The first progress report was presented to the Education PDS on 29 September 2015, the second on 24 November 2015, this is the third update.

3.1.4 The updated plan shows that work has progressed on all planned actions and that the service continues to work hard to introduce further improvements identified in the plan.

3.2 Leadership and Partnership

3.2.1 The team have introduced a weekly data cleaning exercise to help produce more accurate performance data. The management performance reports have been reviewed and improved and now include monitoring against national standards. These are the measurements which will be used by HMIP when they re-inspect the service.

3.2.2 Performance reports now also include information on the type and volume of work being completed by case holding staff (**Appendix 2**). Two case studies have been included to provide contextual information as requested by PDS Members on 24th November 2015 (**Appendix 3**).

3.2.3 The Interim Head of YOS is currently reviewing the service structure to reflect changes that have been introduced following the implementation of the Improvement Plan. He will also identify efficiency savings where possible in order to respond to the reductions in the YJB grant and London Borough of Bromley planned revenue savings. If agreed the new structure will be adopted from April 2016. The YOS Management Board agreed that the NACRO ISS service contract will not be renewed for the next financial year and that provision will be provided in house in order to contribute towards the required savings.

3.2.4 The YOS Management Team are due to commence work on the department's Performance Management Framework which will complement the Workforce Development Plan. This document will outline how managers and systems can ensure that there is a culture of continuous learning and development within the team and that quality standards are maintained.

3.3 Quality, Assessment and Planning

3.3.1 As previously reported, the management team have embarked on a monthly audit programme of case work. Table 1 shows that progress is being made against the HMIP national standards.

Table 1 – Court and Community - % of Cases Judged to be Inadequate

	Oct	Nov	Percentage Difference
Asset / ROSH	66%	53%	-13%
Intervention Plans	80%	65%	-15%
Risk Management Plans	60%	45%	-15%
Vulnerability Plans	45%	12%	-33%

The results of audits are disseminated to individual case workers and supervisors and key learning is discussed. Pleasingly most Vulnerability Management Plans judged as adequate or above (88%) in November were also judged to be of a “good” standard (78%).

The team will be undertaking a thematic audit for December 2015 using police intelligence about young people involved with “County Lines” (selling drugs in coastal towns) therefore the results will not be directly comparable to those obtained in October 2015 and November 2015 but will resume January 2016.

3.3.2 10 pre-court cases were audited in November 2015 using an YJB audit tool. Cases were dip sampled from a list of all cases that had been closed by the team during October 2015. Cases were judged to be either ‘sufficient’ or ‘insufficient’ against HMIP standards. Auditors investigated three areas of work i) Assessment, ii) Planning and iii) Intervention.

- i) Assessment - Overall cases met the standards that would be required by HMIP.
- ii) Planning - Overall cases were just below the standard that would be required by HMIP.
- iii) Interventions – Overall cases met the standards that would be required by HMIP.

The results of this audit have been used as a benchmark for future audit activity. Audits that are being undertaken in December 2015 will be reported back to the YOS Management Board in January 2016.

3.3.3 The service participated in the voluntary YJB national deep dive audit on reoffending. In depth case analysis was undertaken on 4 cases, 2 young people where there had been a successful outcome following their involvement with the YOS and 2 young people where there had not been a successful outcome. The two successful cases demonstrated how appropriate, timely interventions can prevent re-offending and while the two unsuccessful cases included further re-offending they also reflected how targeted, co-ordinated multi-agency work with a very resistant family can lay the foundations for change. The YJB will analyse all data received from local authorities and will feedback later in the year. The service also intends to participate in the next planned YJB audit which will focus on serious offending in the New Year.

3.3.4 All case workers will be attending Signs of Safety training being offered by Children’s Social Care during January and February 2016. This is to ensure that all YOS staff understand the safeguarding risk management model being adopted within Children’s Social Care. YOS staff will also participate in PREVENT training in the New Year.

3.3.5 All YOS Managers will be attending refresher Quality Assurance training in January 2016 to help foster a consistent approach to the way that audits are undertaken by the Management Team. It will also clarify what elements are necessary for a ‘good’ and ‘outstanding’ audit judgement.

3.3.6 The monthly team meetings are being utilised to train and brief staff on key requirements and have included a session with the Speech and Language Service in December 2015 and Information Governance in February 2016.

3.3.7 As part of the wider service review of ‘panels’, the team will be recruiting additional volunteer community panel members for the Referral Order Panel. Advertisements will be published in

January 2016 and a comprehensive training and support package has been developed in house for successful applicants.

3.3.8 The service will be sharing the results of the review on 'panels' and 'interventions' which is being completed by the YOS Head of Service with the YOS Management Board at a future meeting.

3.4 Children Looked After

3.4.1 The joint protocol between Children's Social Care, Central Placement Team and the YOS has been updated. This document provides clarification on everyone's roles and responsibilities and will facilitate enhanced partnership working arrangements between departments.

3.4.2 The service is currently drafting protocols which will need to be put into place with other host local authorities when CLA are placed outside of the borough. These documents will set out agreed standards and timescales in which to complete tasks which should improve information sharing and communication between the YOS, the host YOS and Children's Social Care.

3.4.3 The YOS will be offering restorative justice training for foster carers in the New Year. Courses will be added to the schedule of training currently offered to foster carers.

3.4.4 The Single Point of Contact (SPOC) for CLA has been invited to attend regular Living in Care Council (LINCC) meetings to brief and update members with YOS specific issues and to work as an advocate for the service at these meetings.

3.5 The Voice of the Young Person and other service users

3.5.1 Case Workers continue to promote the feedback survey requested by HMIP. The deadline for this is February 2016.

3.5.2 Case Workers continue to ask young people to complete the Divisions 'service user feedback form'. The first feedback report completed by Strategic and Business Support Services was received in November 2015. The YOS Management Team is reviewing feedback received and shall be considering what additional information should be captured using this method.

3.5.3 The team is currently finalising the parent/carer 'partnership agreement' which will recognise the importance of engagement and compliance with YOS from the young person's parent/carer.

3.5.4 The service is working hard to identify additional ways for young people to engage with the YOS. This includes the identification of young people who may wish to represent the YOS on the Bromley Youth Council. Elections for the Council are scheduled to take place between January and February 2016. In addition the service is considering recommending that there is YOS representation at the Youth Council Manifesto event being held on 10 March 2016.

3.5.5 The Parenting Worker has reintroduced the bi-monthly newsletter for parents/cares that covers specific themes aimed to offer help and advice. Monthly coffee mornings are also being offered for parent/carers.

3.6 Criminal Justice Review

3.6.1 In September 2015, Michael Gove, Ministry of Justice announced that the department would be undertaking a review of the youth justice system to identify if the current system is fit for purpose. The review is being headed by Charlie Taylor, a former Chief Executive of the National College of Teaching and Leadership.

3.6.2 Bromley YOS has been asked to participate in this review and the service has been working with Charlie Taylor's office to identify a convenient day for him to visit and observe a YOS Improvement Board meeting. Due to his limited availability, it has now been agreed that a policy advisor Jonathan Childs will be attending the YOS Improvement Board being held on 19 January 2016 to observe the work being carried out by the YJB to support the YOS.

3.6.3 The Ministry of Justice has stated that the review will be published in the summer 2016.

4. FINANCIAL IMPLICATIONS

4.1 The Ministry of Justice have announced that it is making in year cuts which has reduced the grant funding it will be giving to the YOS by 11%. The YOS Head of Service is currently reviewing business expenditure and the need to identify where savings can be made for the next financial year.

4.2 The service has been subject to an internal financial audit which commenced in November 2015 and should conclude in January 2016. The service will review any recommendations made in the final report.

5. LEGAL IMPLICATIONS

5.1 HMIP has a statutory duty to inspect YOS and it is also required to make its report available to the public.

6. PERSONNEL IMPLICATIONS

6.1 Any personal implications arising from the improvement plan to address the issues raised by the inspection will be presented to the Portfolio Holder as appropriate.

Non-Applicable Sections:	[List non-applicable sections here]
Background Documents: (Access via Contact Officer)	[Title of document and date]