

**Decision Maker:** EDUCATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

**Date:** Tuesday 8 March 2016

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

**Title:** UPDATE ON YOUTH OFFENDING SERVICES IMPROVEMENT PLAN

**Contact Officer:** Eamon Brennan, Interim Head of Youth Offending Service  
Tel: 020 8466 3080 E-mail: Eamon.Brennan2@bromley.gov.uk

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

**Ward:** (All Wards);

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1. Reason for report

- 1.1 This report provides information to the Education PDS Committee on the progress of the Youth Offending Service (YOS) Improvement Plan.
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2. **RECOMMENDATION(S)**

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

### Corporate Policy

1. Policy Status: Existing Policy:
  2. BBB Priority: Children and Young People Excellent Council Safer Bromley Supporting Independence
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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 and Mainstream Funding
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### Staff

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

1. Legal Requirement: Statutory Requirement: Crime and Disorder Act 1998, Legal Aid, Sentencing and Punishment of Offenders Act 2012
  2. Call-in: Not Applicable:
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### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All service users
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### 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 five 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 22 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, the third on 19 January 2016, this is the fourth report.
- 3.1.4 The updated Improvement plan shows that work has progressed on all planned actions with the exception of 7 (d) which has been delayed due to other work priorities including the planning and implementation of the IT upgrade. The service continues to work hard to introduce further improvements identified in the plan.
- 3.1.5 On 11 February 2016 members of the YOS Management Board attended the YOS Management Board Annual Conference Afternoon. The main aim of this event was for the Board to help shape the service's annual strategic plan for 2016/2017. The annual strategic plan will in time replace the YOS Improvement Plan as it outlines the priorities and ambitions for the YOS over the forthcoming year. The annual strategic plan 2016/2017 must be submitted to the Youth Justice board for approval. This is also a condition of the YOS continuing to receive the annual grant from the YJB.

#### **3.2 Leadership and Partnership**

- 3.2.1 Due to a reduction in the YJB grant during 2016/2017 and the need to meet the local savings target the Interim Head of the YOS has started a consultation process with all staff. As part of this process a consultation report which outlines the changes that are being recommended as part of the restructure of the service effective from April 2016 has been prepared. The Consultation Report will be released and disseminated to staff on 29 February 2016. Members of staff will be given an opportunity to respond during March 2016.
- 3.2.2 The reorganisation of the service is necessary to ensure that the team can continue to provide a seamless service to young people and their families following the changes it has been necessary to implement as a result of the reduction in grant funding. Part of this reorganisation has been the decision to end the NACRO contract to provide an Intensive Supervision and Surveillance (ISS) programme. This contract will end on 31 March 2016 after which the ISS programme will be provided in-house by YOS staff and managed by one of the Operational Managers. From April 2016 the YOS will no longer be funded to enable an in-house substance misuse worker nor a seconded CAMHs worker. The post of "Counsellor" is also ending. Instead from 1 April 2016 YOS staff that assess a young person as being in need of any of these services will refer the young person to the Bromley Well Being Service, or the Bromley Young People's Substance Misuse Service who will assess the particular needs of the young person and ensure an appropriate support service is provided. Similarly the current

post of parenting Worker will cease from the 1 April 2016 with all future referrals for parenting support being directed to the Bromley Children's Project.

- 3.2.3 As mentioned above the YOS Management Board held its first Annual Conference Afternoon on Thursday 11 February 2016. The purpose of this event which was well attended by stakeholders was to set the teams priorities for the forthcoming year. The event which was chaired by the Chief Executive, who is the Chair of the Management Board, was very successful with stakeholders working closely with YOS managers to agree priorities and plan the targets for the coming year. Discussions at this event which will be continued at the monthly management Board will contribute to the writing of the annual strategic plan for 2016/17 required by the Youth Justice Board.
- 3.2.4 The restructuring of the staff team at the YOS will result in permanent posts for an Operational Manager and qualified practitioners being advertised. Successful appointments to these posts will further reduce the number of interim staff employed at the YOS.
- 3.2.5 To support the development of an experienced service it has been agreed that the service will support case managers to undertake the Youth Justice Board's 'Effective Practice' certificate. This course aims to develop the assessment, report writing and casework skills of participants allowing them to take on more demanding cases and increasing the capacity of the YOS. This will be achieved over two intake periods. The first intake period is March 2016 and three case managers have registered for this course. A second intake period will start autumn 2016.
- 3.2.6 The service is in the initial phases of planning the implementation of Asset Plus, which is the national assessment tool used by Youth Offending Services. The Deputy Head of service, Crime Analyst and Business Development Manager have met with colleagues from the YJB, IT staff in Bromley and staff from the supplier of the YOS Database to begin the planning for the roll out of the new system of assessment of young offenders. There will be training provided for all case managers and in house support provided by two "Train the trainers" managers in the YOS. The new Asset Plus system is scheduled to be installed into Bromley in June of 2016.

### **3.3 Quality, Assessment and Planning**

- 3.3.1 The YOS Management team undertook quality assurance training on 27 January 2016.
- 3.3.2 The team undertook a thematic audit in December 2015 using police intelligence on young people known to the service who were at risk of being involved with transporting drugs across county lines. The audit looked at 4 cases and found that Assets are being completed within National Standards timescales. The majority of Assets have been judged to be 'good'. The quality of active engagement work being carried out with young people and parents/carers to inform the initial assessment was either good or outstanding. Partnership working on safeguarding and promoting the wellbeing of the young person was judged to be 'good' in all cases where this was relevant. The quality of the Intervention Plan for the majority of cases was either 'satisfactory' or 'good'. RMP/VMP was judged to be 'good' in all cases where a plan was present.
- 3.3.3 The team also undertook 10 case audits of Pre Court work in December 2015 and the following was concluded:
- i) Assessment - 80% of cases met the standards required (an increase compared with the previous month).
  - ii) Planning - 30% of cases met the standards required (a reduction compared with the previous month).

iii) Interventions - 70% of cases met the standards required (a reduction compared with the previous month).

A smaller number of cases were audited compared to the previous month so results are not directly comparable.

3.3.4 The audit tools being used by the team have been revised and updated so that more detailed analysis can be obtained from the monthly quality assurance exercises.

3.3.5 Case Managers also undertook in house restorative justice training at the beginning of February 2016.

### **3.4 The Voice of the Young Person and other service users**

3.4.1 The service has produced its first Reparation newsletter which has been circulated to all YOS staff to disseminate to parents/carers. This newsletter will be produced quarterly and is used by the team to parents/carers about what is happening in the department.

3.4.2 The service has identified two young people who would be interested in being a member of the youth council. Both have attended the induction evening and the first youth council meeting will take place on 3 March 2016.

3.4.3 The department has exceeded the number of completed surveys by young people that were required by HMIP.

## **4. FINANCIAL IMPLICATIONS**

4.1 The YOS Head of Service and Business Development Manager are currently reviewing the recommendations made following the internal financial audit.

## **5. LEGAL IMPLICATIONS**

5.1 HMIP have 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.

<b>Non-Applicable Sections:</b>	Policy Implications
Background Documents: (Access via Contact Officer)	[Title of document and date]