

**By: Mike Hill, Cabinet Member for Communities
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**To: Communities Policy Overview Committee
– 22nd September 2008**

Subject: Youth Offending Service Inspection Action Plan

Summary: Following the joint inspection of the Youth Offending Service in early 2008, an improvement plan to address the recommendations is required. It has been approved by the County Youth Justice Board, the body accountable for the management of the service, and is now being brought to Members' attention

FOR INFORMATION

1. Introduction

1.1 The Youth Offending Service (YOS) was the subject of a major county-wide inspection during January 2008 and the findings were also taken into account during the subsequent Joint Area Review of Children's Services. The inspectors were very positive about a number of areas of the service; any weaker areas were already known about and being tackled; and the results compare favourably with the 19 other authorities inspected since late 2007.

1.2 This report summarises the inspection process and the strengths that were identified. It also attaches the improvement plan that addresses the recommendations and areas for improvement raised in the inspection report.

2. Inspection process

2.1 The Kent Youth Offending Service (YOS) is hosted within KCC's Communities directorate and involves staff from a number of professional backgrounds, including police, health, education, and social services. There are 6 Operational Youth Offending Teams based around Kent and they work with a wide range of local agencies who support the Youth Offending and prevention agenda.

2.2 The statutory partners are the Local Authority's Children's Social Services and Education departments, the Police, Probation Service and Health authorities. These are represented on the Kent County Youth Justice Board, the management grouping that is accountable for the partnership and chaired by the Managing Director of the KCC Communities Directorate.

2.3 The inspection was led by Her Majesty's Inspectorate of Probation (HMIP) and the process began in 2007 with the preparation of a self-assessment by the service and analysis of key data by the inspection team. This was followed by the fieldwork phase in January 2008. There were 15 inspectors on site who carried out detailed examinations of over 100 case files and case management standards; facilitated focus groups of young people and held interviews with managers within the Service as well as members of the Youth Justice Board.

3. Findings and Improvement Planning

3.1 The Inspection report was published on 7th May 2008 and contained a number of positive findings. Particular strengths that were identified included the following:

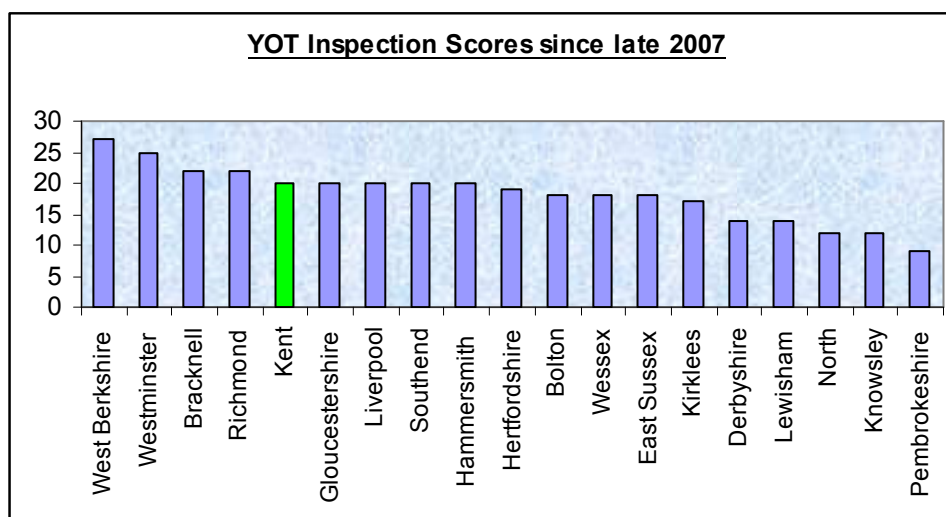
- (i) The Management Board, known as the County Youth Justice Board, gave clear leadership to the YOS.
- (ii) The YOS was well enmeshed in a range of multi-agency partnerships and took the strategic lead for some initiatives.
- (iii) The service was considered to be well established and generally effective
- (iv) It had a good range of interventions available to children & young people, parents / carers and victims.
- (v) Staff were well trained and supported, and committed to their work.
- (vi) They produced good assessments of the diverse needs of children and young people and there were some good interventions to address the factors that had led to their offending.
- (vii) Effective work with courts was a strong feature of the service, with a well respected bail and supervision service and pre-sentence reports of a sound quality.
- (viii) A significant number of children & young people responding to an inspection questionnaire felt their lives had improved through their contact with the YOS.
- (ix) 92% of victims of offending by children & young people were either largely or completely satisfied with the service that was provided.

3.2 The final report includes grades for each of eight aspects, as follows:

Criteria	Judgement
Work in the courts	3
Work with children and young people in the community:	
Work with children and young people at risk of offending	2
Work with children and young people who have offended	3
Work with parents / carers	2
Outcomes of work with children and young people in the community	3
Work with children and young people subject to custodial sentences	2
Victims and restorative justice	2
Management and Leadership	3

Judgement	Descriptor
4	Excellent – performs strongly, well above minimum requirements with outstanding features
3	Good – performs well, consistently above minimum requirements with no important shortcomings
2	Adequate – only meets minimum requirements
1	Inadequate – does not deliver minimum requirements, with many important shortcomings

3.3 These results compare favourably with other Youth Offending Services that have faced inspection during the latter part of 2007, as shown in the table below.



3.4 Improvement Plan - Building on Success

An Improvement Plan has been developed in response to the areas for improvement identified in the inspection report. The plan has been approved by the Joint Inspectorate team and the County Youth Justice Board, and is attached as Appendix One. It sets out the actions that Kent YOS and the County Youth Justice Board are taking and many of these represent a continuation of activities that were already underway. Any actions that are not

concluded or embedded by March 2009 will be incorporated into the YOS Unit Operating Plan for 2009/10.

Recommendations

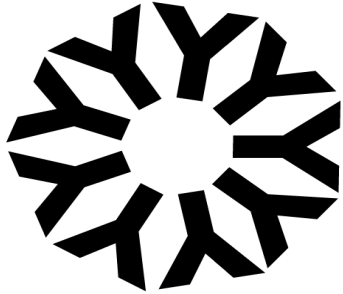
Members are asked -

- (i) To NOTE the Youth Offending Service Improvement Plan attached at Appendix One.

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Kent Youth Offending Service

IMPROVEMENT PLAN

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Introduction

The Improvement Plan set out below details the actions (Activity) that the Kent Youth Offending Service and the County Youth Justice Board, the management grouping for the Partnership, are taking in response to both the 10 recommendations and the Areas for Improvement that were included in the Inspection report published by Her Majesty's Inspectorate of Probation.

Many of the actions detailed in the grid represent a continuation of activities that are already being undertaken and they will inform other related planning processes including:

- (i) the strategy for meeting the prevention indicator (NI 111) included in the 35 priority measures for the Kent Local Area Agreement (2). Recommendation 2 is concerned with YOS sensitively targeting preventative services at those children & young people whose assessments indicate a clear risk of offending
- (ii) the Improvement Plan relating to the Mental Health module for the Effective Practice Quality Assurance process which must be submitted to the Youth Justice Board by the 30th April
- (iii) the ASSET Improvement Plan which is designed to raise the quality of the assessments undertaken by the Service. This work will support the activity relating to the recommendations relating to the quality of Pre Sentence Reports (Recommendation 1), to the assessment of the health needs of children and young people (Recommendation 7) and to the commitment to improving the quality of sentence planning (Recommendation 8)

The activities set out in the column headed "Activity" will also be included, where not already completed, in the Capacity & Capability Plan for Kent YOS that must be submitted to the Youth Justice Board by the 14th July.

The Inspection process allows Kent YOS a year to respond positively to each of the recommendations. However the objective of the Service is to complete the agreed activity within the current financial year so that any required change is in place for the start of 2009.10. The planned "Whole Service Review" will use as part of its context the requirements on the Service and the Partnership arising from the ten recommendations.

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
1. Systems are in place for effective evaluation of the overall quality of PSRs by YOS and the Courts	<p>1. YOS will agree a standard template to be used with all three Youth Panels. Its design will be based on the format currently in use with the East Kent Youth Panel</p> <p>2. The three Panel Chairs sitting on the County Youth Justice Board will be asked to quality assure the template and to support its implementation</p> <p>3. The County Youth Justice Board and the Courts Service will be asked to approve the proposed evaluation process and the supporting methodology, including the reporting process</p> <p>4. YOS will ensure its current quality assurance procedures for Reports and completed ASSETs are being fully implemented within each of the six Teams providing reports to the Courts</p> <p>5. Undertake a test of the process in all Courts and with each of the six Teams.</p> <p>6. Evaluate both the findings and the process and report on the outcomes to the Service, the County Youth Justice Board, the Youth Panels and the Courts Service.</p> <p>7. Implement any changes identified as required by the findings and publish a final version of the procedures.</p>	<p>Effective Practice and Performance Manager</p> <p>Effective Practice and Performance Manager</p> <p>Effective Practice and Performance Manager</p> <p>Team Managers & Practice Supervisors</p> <p>Team Managers & the Effective Practice and Performance Manager</p> <p>Effective Practice and Performance Manager</p>	<p>Mid June</p> <p>Mid June</p> <p>July meeting of the County Youth Justice Board</p> <p>Mid June</p> <p>July & August</p> <p>Mid October</p> <p>End of November</p>	<p>Template agreed by YOS & the CYJB</p> <p>Practice is in line with current procedures</p> <p>Evaluation completed with a clear steer as to any amendments</p> <p>Procedure integral to YOS practice with the Courts</p>

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
2. The most appropriate children and young people are targeted to be included in prevention services	1. YOS is implementing a revised prevention model based on YISPs being established in each of the 12 Districts in the county.	County Prevention Manager	November	A YOS funded prevention initiative in each District
	2. The revised model will have clearly defined criteria for referral as per the YISP management guidance – this will be approved by the County YJB & published as a matrix to ensure the guidance for referral sources is clear.	Effective Practice and Performance Manager & County Prevention Manager	July meeting of the County YJB	Referral Criteria are published and referral sources are aware
	3. Integration of each YISP with community safety teams and processes (e.g. ASB, PPO) will ensure that referrals and intervention focus on risk of offending and anti social behaviour	County Prevention Manager	November 2008	Referrals & intervention plans evidence risk & address offending / anti social behaviour
	4. All practitioners supporting the YISP process will be trained in the use of ONSET.	Training Manager	Training programme will follow implementation timetable	Training delivered & completed
	5. Monitoring processes will be implemented in each District to check that services are being correctly targeted in line with assessed risk of offending	Effective Practice and Performance Manager & County Prevention Manager	February 2009	ONSET scores are aligned with the Referral Criteria

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
	6. Prevention data will continue to be integral to the quarterly on performance by YOS to the County YJB	County Prevention Manager & YOS Business Unit	Ongoing – first data set available in July	Prevention data published in each Performance Report
3 Information sharing between Kent Police and YOS is improved	<p>1. All seconded Police staff use newly established remote access to PNC (i.e. will not need to rely on visiting Police Stations to obtain data) to meet the information needs of their respective Teams</p> <p>2. The notifications from the Police to YOS will be conveyed electronically using Secure eMail (<i>Implemented April 2008</i>)</p> <p>3. The Police notify the Out of Hours Service prior to Saturday and public holiday Courts of young people charged and being produced</p> <p>4. A review of the role of the Police Officer in YOS is to be undertaken which includes the objective to improve intelligence sharing between the two Services</p> <p>5. YOS and the Police will be devising strategies for shared approaches to the children and young people included in the re-offending cohort</p>	<p>Kent Police</p> <p>Kent Police</p> <p>Kent Police</p> <p>Kent Police & YOS SMT</p> <p>Kent Police & the Effective Practice & Performance Manager (EPPM)</p>	<p>Ongoing as technical facility now available to each of the Officers</p> <p>Ongoing as process now operational</p> <p>Ongoing as process now operational</p> <p>End of October (a fit with the YOS Whole Service Review)</p> <p>May 2009 – report on re-offending rates achieved with the cohort drawn</p>	<p>Team Managers & Police Officers report information needs are being met</p> <p>Police report Officers in Cases are consistently using the process</p> <p>Out of Hours staff report reliability of the process</p> <p>Details of the role confirmed by both Services</p> <p>Lower re-offending rates are recorded for the 2008 cohort when</p>

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
			from January to March 2008	compared with the rates for the 2005 cohort baseline & the 2006 cohort
4 Final Warnings are delivered after a formal assessment by the YOS about the suitability of the disposal	<p>Joint work is being undertaken with Kent Police to:</p> <ol style="list-style-type: none"> 1. review current processes and the role and responsibility of the seconded Police Officers. 2. Consider the implications for both YOS and the Police of changes to achieve alignment with the HO Guidance (2002) – this discussion will be informed by meetings with both Essex Police and Essex YOT and by information received from other Forces & YOTs 3. Joint Police & YOS paper to be presented to the County Youth Justice Board with clear proposals as to the business processes which will be applied to the delivery of Final Warnings and the YOS staff to be involved 4. Implementation within YOS of the changes agreed by the County Youth Justice Board 	<p>Kent Police & YOS SMT</p> <p>Kent Police and Effective Practice & Performance Manager / Team Managers from Tonbridge & Folkestone</p> <p>Matthew Nix, Head of the Partnership & Strategic Crime Reduction Unit, Kent Police and the YOS EPPM</p> <p>Area & Team Managers, YOS & Kent Police</p>	<p>End of October (a fit with the YOS Whole Service Review)</p> <p>Mid May 2008</p> <p>May 21st 2008</p> <p>September 2008</p>	<p>Details of the role confirmed by both Services</p> <p>Clear proposals can be made to the meeting of the County YJB in May</p> <p>Decision is made as regards the Final Warning model</p> <p>Model is fully operational across the county</p>

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
	5. YOS and the Police will jointly monitor the outcomes (re-offending) being recorded for both those receiving an intervention and of those who do not.	YOS Business Unit	May 2009	Reduced workload & reduced re-offending rate
5 There are good communication processes between Teams and with other YOTs so that all children & young people who have their cases transferred receive a consistent service to National Standards	<p>1. YOS will undertake an internal review of the practice relating to the transfer of cases between Teams to ascertain the extent to which National Standards are not adhered to in these circumstances.</p> <p>2. Provide revised guidance if identified as necessary in consultation with Team Managers and Practice Supervisors</p> <p>3 The current / revised guidance will be promoted via extended Team meetings</p> <p>4. Dip sampling of practice relating to internal case transfers will be undertaken to monitor quality and efficiency</p>	<p>Effective Practice & Performance Manager</p> <p>Effective Practice & Performance Manager</p> <p>Area & Team Managers plus EPPM</p> <p>EPPM & Team Managers</p>	<p>End of June 2008</p> <p>July 2008</p> <p>July & August 2008</p> <p>October to December 2008</p>	<p>Guidance endorsed by IMG (Team Managers)</p> <p>All YOS staff are clear as to required practice</p> <p>Practice is consistent with guidance</p>
6 Improved support is given to children and young people during their transition from school to	<p>1. YOS will work with the Connexions Service to</p> <p>(a) establish a Yr 11 Working Group</p> <p>(b) implement a monitoring and tracking arrangement for Year 11 pupils – this will be formalised in a protocol for joint working with Connexions on the Year</p>	James Barber & Gavin Cargill, Connexions	<p>(a) May 2008</p> <p>(b) August 2008</p>	

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
employment and training	<p>11 cohort.</p> <p>2. YOS will ensure all Yr 11 leavers are interviewed by YOS ETE & Connexions staff to:</p> <ul style="list-style-type: none"> (a) identify ETE destination (b) support transition (c) refer to appropriate providers (d) provide suitable guidance <p>3. The TELO will hold monthly monitoring meetings with YOS Team Managers & Connexions (CAP) Managers to:</p> <ul style="list-style-type: none"> (a) check progress by Yr 11's (b) identify those at high risk of becoming NEET <p>4. The Attendance & Behaviour Service (ABS) will liaise with Yr 11 providers to ensure continuity in transition planning</p> <p>5. Yr 11 destination data will be used to identify gaps in ETE provision – the findings from the analysis will be shared with key managers, providers and inclusion group forums</p>	<p>Jane Barber (Training and Employment Liaison Officer) & Gavin Cargill, Connexions</p> <p>James Barber, Jane Barber, TELO, YOS, YOS Team Managers & Connexions CAP Managers</p> <p>James Barber & the ABS staff</p> <p>James Barber, Jane Barber, Connexions, ETE Providers, Learning & skills Council & Kate Wilson, KCC</p>	<p>End of August 2008</p> <p>(a) October 2008</p> <p>(b) September 2008</p> <p>September 2008</p>	<p>Action taken by providers to offer suitable opportunities in a timely fashion</p> <p>The information is shared with Kent NEETs prevention & reduction strategy 2008.11</p>

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
	<p>CAMHS to ensure consistency of approach across the six Teams and two PCTs. This clarification of responsibilities will define the consultancy role and practice support for other YOT staff responsible for assessing and supervising children and young people known to the Service</p> <p>2. Maintain the CAMHS & YOS Expert Group (a sub group of the CAMHS Strategy Board) to enable service development, training requirements and practice issues to be shared by managers from both Services and where necessary reported to the Board. The outcomes from these meetings will continue to be shared with their staff by Team Managers.</p> <p>3. Agree performance measures with CAMHS and the County Youth Justice Board which provide a clear picture of the health outcomes being achieved by CAMHS with those children and young people referred by YOS</p> <p>4. YOS training on APIS will prioritise competencies relating to the screening for and the assessing of mental health needs</p> <p>5. Practice Supervisors and Team Managers</p>	<p>Director of Children's Health & CAMHS Strategy Board</p> <p>Duncan Ambrose, Joint Commissioning Manager for CAMHS, Children's Health</p> <p>EPPM & Duncan Ambrose</p> <p>EPPM & Simon Bounds, County Training Manager</p> <p>Area Managers</p>	<p>July 2008</p> <p>Ongoing</p> <p>July 2008</p> <p>During 2008.09</p> <p>Ongoing</p>	<p>holders are operating consistently</p> <p>Positive outcomes are recorded from joint YOS & CAMHS work</p> <p>Performance Framework is agreed</p> <p>YOS staff report greater confidence in screening for mental health issues</p> <p>Those young</p>

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
	<p>during supervision monitor practice relating to mental health</p> <p>6. The planned sampling of ASSETs (the ASSET Improvement Plan) will monitor the quality of evidence provided to support the score given for Emotional Wellbeing & Mental Health</p> <p>7. The Changes "Dual Diagnosis" Project – review the effectiveness of the approach (informed by the evaluation by the Sainsbury Centre) and its potential value to other areas in the county beyond its current operation in the East of the county. A report will be submitted to the County Youth Justice Board proposing a strategy and identifying its resource implications.</p> <p>Physical Health</p> <p>1. complete the current work on the development of the screening tools relating to both physical health (NB including sorting clinical governance) and "speech & language" and their supporting guidance for staff</p>	<p>EPPM & Team Managers</p> <p>YOS Head of Service, Duncan Ambrose, Children's Health & Karen Sharp / Jo Tonkin, KDAAT</p> <p>YOS Head of Service & the EPPM</p> <p>EPPM, County</p>	<p>End of April 2008</p> <p>Paper to the County YJB in July</p> <p>End of October 2008</p> <p>October 2008 –</p>	<p>people with a mental health need receive treatment Audit completed and ASSET Improvement Plan submitted to YJB</p> <p>Clarity as to the value of the three way approach and the ability to fund any extension to the Service if seen as beneficial</p> <p>Both tools are successfully implemented and needs are</p>

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
	<p>2. Training will be provided for YOS staff on the above to support their effective implementation</p> <p>3. Work will be undertaken with Children's Health to develop agreed approaches with the School Nursing Service (NB a child / young person does not need to be in school or of school age to access this service) to facilitate as appropriate effective responses to the identified physical health needs of those known to the Service</p> <p>4. YOS will establish with Children's Health a process for informing staff of all Health provision available to children & young people in their respective Areas.</p> <p>5. YOS will continue to work with the Teenage Pregnancy Strategy Board to ensure its objectives are reflected in the work done by the service with individual children & young people</p>	<p>Training Manager, Area / Team Managers</p> <p>Trish Dabrowski, Children's Health & EPPM</p> <p>Trish Dabrowski, Children's Health & EPPM</p> <p>Ruth Herron & YOS Head of Service</p>	<p>March 2009</p> <p>End of October</p> <p>End of October</p> <p>Ongoing</p>	<p>identified and responded to effectively</p> <p>Young people known to YOS can access the Service when needs are identified</p> <p>YOS staff report being able to provide young people with reliable information</p> <p>YOS Teams are integral to the delivery of the Strategy</p>
8 The quality of sentence planning is to be improved	1. YOS will ensure as an element of the ASSET Improvement Plan that the quality assurance processes within each of the Teams	Area Managers & the EPPM	Plan established by end of April 2008	Assessments

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
	<p>maintains a high standard of assessments being shared with Secure Establishments at the time of sentence. The intention being to ensure that the Establishment is fully aware of the specific needs, risks and vulnerabilities associated with each child / young person starting a custodial sentence.</p> <p>2. In line with the objectives of the protocol the Service has with Children's Social Services, YOS will:</p> <p>(a) ensure that Independent Reviewing Officers chair the reviews for Looked After Children in Custody – this will maintain a consistency of approach for this population regardless of whether they are in the community or in custody</p> <p>(b) notify Children's Social Services at the earliest possible point following sentence of a child / young person entering custody. This will enable early Children in Need Assessments to be undertaken and for accommodation needs in the community to be addressed well in advance of release (in line with the Manchester and Sutton Judgements)</p>	<p>Theresa Atkin, YOS Lead for Children's Social Services</p> <p>Theresa Atkin, YOS Lead for Children's Social Services</p>	<p>Then ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>provided by YOS are of a high standard</p> <p>Routine reviews of the Protocol report successful joint working</p> <p>Young people receive services from CSS and the District Councils in line with their needs</p>

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
	<p>3. Consideration will be given to the possibility of the Service funding a small pilot to explore the value of Family Group Conferences to the establishing of effective resettlement plans. This has been discussed with the FGC Service but no resource is currently available.</p> <p>4. The role of the CAMHS posts within YOS will continue to include their support of the resettlement planning process where children and young people have assessed mental health needs requiring an intervention on release.</p> <p>5. YOS will take full advantage of the development of Cookham Wood (Rochester) as a male YOI. The proximity of the YOI to all six Teams should enable the much more frequent involvement of specialist staff in planning meetings while the young person is in custody.</p> <p>6. Additionally routine liaison meetings will be held with the resettlement Team within the YOI to review the effectiveness of the planning processes in individual cases.</p>	<p>Director of Youth Services & KDAAT</p> <p>YOS Head of Service, Duncan Ambrose, Children's Health & CAMHS Strategy Board</p> <p>Team Managers</p> <p>SMT / EPPM</p>	<p>October</p> <p>Ongoing</p> <p>Ongoing</p> <p>First meeting in July and then ongoing</p>	<p>Pilot is established</p> <p>Young people receive a mental health service on release in line with assessed needs</p> <p>National Standards are met – specialist staff attend meetings in line with service requirements</p> <p>YOS staff report effective planning arrangements are easily achieved</p>

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
	<p>7. A further benefit of the proximity of Cookham Wood will be the opportunity to make increased usage of Releases on Temporary Licence so that preparation for resettlement can be comprehensive</p> <p>8. Teams will ensure that ISSP staff are engaged early in a custodial sentence where there is a possibility of the Programme being integral to the resettlement plan</p> <p>9. The APIS element of the YOS training programme for 2008.09 will specifically consider joint planning with the Secure Estate</p> <p>10. The YOS "Whole Service Review" will include debate as to the possible benefits of having a specialist team responsible for all work with young people serving custodial sentences.</p>	<p>Area / Team Managers</p> <p>Team Managers</p> <p>EPPM & the County Training Manager</p> <p>Director of Youth Services & KDAAT</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>To be determined</p>	<p>ROTLs when used support effective resettlement plans</p> <p>Referrals to ISSP occur following initial planning meeting</p> <p>YOS staff report confidence in their role within the joint planning process</p> <p>Re-offending rates following a custodial sentence reduce year on year</p>
<p>9. Sufficient resources are deployed so that all victims can be contacted and</p>	<p>1. Monitor the effectiveness of the new 1282 format in providing victim contact details for Victim Liaison Officers at the earliest possible point</p>	<p>EPPM, Andy Birkin, Victim Liaison Officers & Kent Police</p>	<p>Ongoing</p>	<p>Victim contact details consistently included on the 1282</p>

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
offered restorative interventions	2. Review with the Victim Liaison Officers their current business processes and consider potential for time saving to enable more time to be spent on victim contact	Andy Birkin & the Victim Liaison Officers	Ongoing	VLOs are able to contact an increasing number of victims
	3. Explore with the three Mediation Services the possible scope for one or more of their volunteers to support the Victim Liaison Officers in making the initial approach to victims.	Andy Birkin & the three Co-ordinators	Consider possibility as part of YJ Planning process (July 2008)	The Mediation Services are
	4. Clarify responsibility for victim contact (specifically where the contact is designed to inform the contents of a PSR) and identify whether there is a role for the Police Officers seconded to YOS	Andy Birkin & Kent Police	As above – July 2008	Procedures are clear
	5. RJ training is delivered to all practitioners during 2008.09 with a view to a stronger RJ culture being established amongst YOS staff and this is reflected in team practice demonstrating a greater commitment to engage victims and young people in restorative processes	EPPM, County Training Manager & the Mediation Services	September 2008 onwards	Increasing use of restorative processes during interventions at all stages of the YJS
	6. Review, as a part of the Whole Service Review, with Kent Police the feasibility of using restorative conferencing as the vehicle for delivering Final Warnings (NB using	EPPM & Kent Police	County Youth Justice Board – meeting 21.05.08	More victims are engaged with children and young people in

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	<p>information and guidance provided by Essex YOT)</p> <p>7. Report to the County YJB on the findings from the above activities and propose a set of costed options as to how this recommendation can be positively responded to. Include the outcome in the Youth Justice Plan due for submission to the Youth Justice Board (14.07.08)</p> <p>8. Review the opportunities for a countywide approach to RJ within team management models (HR) including problem and conflict resolution</p>	<p>Head of Service</p> <p>Head of Service</p>	<p>CYJB meeting July 2008 for decision</p> <p>CYJB meeting July 2008 for decision</p> <p>CYJB meeting July 2008 for decision</p>	<p>restorative processes</p> <p>90% express satisfaction with the Service</p> <p>YOS has identified the resource capability and has a clear RJ strategy</p> <p>Adoption as a model of management working</p>
<p>10. A wider range of reparation activities are available at times that meet the needs of young people who undertake them</p>	<p>1. Review existing reparation activity (using the information that was collected for the Inspection week). Consider the diversity of its content and its relevance to children and young people who offend</p> <p>2. Identify the capacity currently within the Service to provide reparation activities at times which are appropriate to the user</p>	<p>Mid Kent Area Manager</p> <p>Mid Kent Area Manager</p>	<p>Mid June so that information can be included in a report to the CYJB in July</p> <p>Mid June</p>	

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	group, including weekends. Consult with staff responsible for the supervision of reparation to ascertain flexibility as regards their availability to deliver programmes			
	3. Explore the feasibility of extending the use of the two Attendance Centres (Medway and Canterbury) for reparation initiatives	EPPM	Mid June	Increased capacity for weekend activities
	4. Consider the possibility of working more closely with the Medway YOT who have offered access to their weekend	EPPM	Mid June	Increased capacity for weekend activities
	5. Consult, via the VLOs, with victims of youth crime as to the kind of reparation activity they anticipate young people undertaking – identify resource implications	EPPM & Mid Kent Area Manager	Mid June	A clear view of victim wishes – increased public confidence
	6. Explore the potential for utilising the pool of sessional staff managed by ISSP to assist with the delivery of reparation activities at weekends	EPPM & West Kent Area Manager	Mid June	Flexibility within the workforce for the delivery of reparation
	7. Report to the County YJB on the findings from the above activities and propose a set of costed options as to how this recommendation can be positively responded to. Include the outcome in the Youth Justice	Head of Service	CYJB meeting in July	YOS has identified the resource capability and has a clear RJ strategy

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
	Plan due for submission to the Youth Justice Board (14.07.08)			
11. Prioritisation of the development of accommodation initiatives for young people known to YOS	<p>1. Establish the role of the Supporting People representative on the County Youth Justice Board</p> <p>2. Continue to promote the interests of young people known to YOS within accommodation for a (e.g. Supporting People, Joint Policy & Planning Board)</p> <p>3. Ensure effective implementation of the protocol agreed with CSS as it applies to the resettlement of children and young people from custody</p> <p>4. Implement the Accommodation Strategy for YOS – approved by SMT in April 2008 – including the appointment of an Accommodation Champion in each of the 6</p>	<p>Director of Youth Services</p> <p>Director of Youth Services / SMT Accommodation Lead</p> <p>SMT Accommodation Lead & Area Managers</p> <p>SMT Accommodation Lead, Area Managers & Team</p>	<p>As of meeting on 21.05.08</p> <p>Ongoing</p> <p>EPPM, Area Managers & Team Managers</p> <p>Ongoing</p>	<p>Accommodation is routinely discussed at the CYJB – evidence as to how Supporting People is assisting improved outcomes for young people known to YOS</p> <p>Ability to respond positively to identified accommodation needs</p> <p>Young people leaving custody are suitably housed</p> <p>A reducing percentage of young people known to YOS</p>

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
	<p>Teams with support from the Accommodation Officer</p> <p>5. Engage with CSS and Rainer as regards the development of a shared accommodation strategy for 2009.10 onwards</p> <p>6. Development of "a resettlement procedure" for YOS – in consultation with the resettlement team at Cookham Wood YOI</p> <p>7. Monitor, for the purpose of performance reporting to the County YJB the extent of the use of Bed & Breakfast and the outcomes for young people assessed as being unsuitably accommodated</p>	<p>Managers</p> <p>Area Manager, East Kent & SMT Lead for Accommodation</p> <p>SMT Lead for Accommodation</p> <p>EPPM & Team Managers</p>	<p>March 2009</p> <p>July 2008</p> <p>October 2008</p>	<p>unsuitably accommodated at the close of their interventions</p> <p>Increased access to suitable accommodation for young people known to YOS</p> <p>Staff are aware and practice is in line with positive outcomes achieved</p> <p>A reducing percentage of young people known to YOS unsuitably accommodated at the close of their interventions</p>
12. Strengthening the interface with Children's Social Services	1. Review of the role of the Social Worker in YOS – consider the key competencies required and the best means for ensuring their presence within YOS	Area Manager, East Kent	November 2008	YOS has the social work competencies required within the workforce

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	<p>2. YOS representation at CSS Management meetings at both county, Area and District levels – enabling high quality communication between the Services</p> <p>3. Joint working with CSS staff with respect to LAC (including prevention), remands to local authority accommodation, children in need assessments including for resettlement purposes</p> <p>4. Funding of the Kent Children’s Safeguarding Board – developing a shared training strategy with CSS</p>	<p>Head of Service, Area and Team Managers</p> <p>Team Managers</p> <p>Area Manager, East Kent & County Training Manager</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Mid June</p>	<p>Service users have access to services in line with assessment outcomes</p> <p>Evidence of shared strategies which support joint working</p> <p>Risk and vulnerability are successfully managed</p> <p>YOS staff demonstrate key competencies in safeguarding practice</p>
13. Participation	1. Practitioners will be asked to ensure that all children and young people known to YOS are aware of the process for making Complaints and Representations	EPPM / Customer Care Manager	August 2008	Surveys find that service users are aware of the procedures for lodging a

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	<p>2. Establish as a practice standard consultation processes with service users (e.g. use of Viewpoint, the What Do You Think? ASSET, exit questionnaire) and as a management standard the aggregation and reporting of the findings. The experiences of the Referral Order and the ISSP Teams will be used</p> <p>3. Develop the means for including panels of young people as integral to the recruitment processes used for the Service. This will be done in partnership with the Youth Service</p>	<p>Area Managers, EPPM & Amie Barker</p> <p>Area Managers / Team Managers with support from Amie Barker</p>	<p>October 2008</p> <p>Ongoing</p>	<p>complaint, making a representation</p> <p>YOS is confident it is gaining representative views of service users</p> <p>Young people report participation in recruitment is a positive experience</p> <p>Youth Panels are available for all recruitment processes</p>
<p>14. Increase the capacity for parenting support and diversify the methodologies</p>	<p>1. Review the work of the case managers with families and their capacity to provide parenting support</p> <p>2. Identify the training needs of staff and</p>	<p>EPPM & the Mid Kent Area Manager</p> <p>County Training</p>	<p>Mid June</p> <p>Mid July – Youth</p>	<p>YOS practitioners are confident in working with</p>

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
used	<p>include provision within the training plan for the Service</p> <p>3. Maintain current engagement with the work of the Children's Trust Board to establish a countywide parenting strategy with a view to the needs of families known to YOS being addressed via in house and commissioned parenting services</p> <p>4. Maintain the current funding of the tripartite funded parenting co-ordinator posts (0.3 FTE) in each of the three YOS Areas – ascertain that YOS is getting "value for money" from this provision</p> <p>5. As Local Children's Services Partnerships establish themselves identify how YOS can influence their commissioning strategies with specific reference to parenting provision.</p> <p>6. Develop the use alongside Children's</p>	<p>Manager</p> <p>Director of Youth Services, Head of Service & the Mid Kent Area Manager</p> <p>Mid Kent Area Manager / Team Managers</p> <p>Area Managers / County Youth Justice Board</p> <p>EPPM & Team</p>	<p>Justice Plan</p> <p>Ongoing – with the Board and the LCSPs x 23</p> <p>Ongoing</p> <p>Ongoing</p> <p>October 2008</p>	<p>families / carers</p> <p>YOS have access to parenting provision commissioned / delivered by Children's Services</p> <p>All three Co-ordinators offer value for money</p> <p>Families / carers known to YOS are able to access parenting provision (NB work already started with Extended Schools Development Managers)</p> <p>Feed back from</p>

Recommendation / AFI	Activity	Lead Responsibility	Timetable for completion:	Success Criteria
	Services of the Parent / Carer Participation self assessment form	Managers		parents / carers as to the work of the YOS is generally positive
Name of person completing this plan: Glan Hopkin		Designation: Head of Service		Date: