

Barnet Joint Area Review – post inspection action plan

JAR1a): Agree thresholds for intervention for children in need and ensure there is a collective understanding of these
Lead officer: Emma Baatz

Objective	Key tasks	completion date	lead partn
Agree thresholds for assessment and intervention for children in need of targeted and specialist services	<p><u>Targeted services</u></p> <ul style="list-style-type: none"> Identify assessment pathways for children with additional and complex needs in line with DfES Guidance on Parenting Support (October 2006); the Children's NSF (Standard 2) and Children & Young People Plan Implement Common Assessment Framework and lead professional for all children with additional needs: <ul style="list-style-type: none"> CAF and lead professional in place for new referrals of children with disabilities CAF and lead professional in place for all vulnerable children with additional needs of secondary age and those attending Children's Centres CAF and lead professional in place for all vulnerable children with additional needs Develop audit tool for CAF to track progress in early identification of need and provision of support to children and their families <p><u>Specialist services for children in need</u></p> <ul style="list-style-type: none"> Revise existing thresholds for children in need (LCP procedure version 2 page 86) in line with the forthcoming LCP version 3. Continue active participation in the London Child Protection audit process 	<p>Mar 07</p> <p>July 07</p> <p>Complete</p> <p>April 07</p> <p>Sept 07</p> <p>July 07</p> <p>Mar 07</p> <p>Ongoing</p>	LBB
Develop and implement mechanisms to improve understanding of the triggers for assessment and the availability of services	<ul style="list-style-type: none"> Prepare clear, accessible information on thresholds for universal, targeted and specialist services for children in need Undertake a rolling programme of publicity to increase understanding among partners, referral agencies and individuals about thresholds for intervention and access to services Develop information/leaflet/weblinks for wider distribution to children and their families, referring and partner agencies Develop and implement a dedicated service that provides consultation, advice 	<p>June 07</p> <p>July 07</p> <p>July 07</p> <p>Sept 07</p>	LBB

	and information to partner agencies, parents and carers		
Key measures of success			
<ul style="list-style-type: none"> ▪ Common Assessment Framework and lead professional in place for all children with additional needs • Increase in the number of the Children's Workforce trained in using the CAF • Increase in the number of completed CAF assessments • Consultation, advice and information service operational • Increase in the proportion of initial contacts to front line social care duty desk that are appropriate (ie.lead to an intervention) 			
JAR1b): Establish and implement a strategy to improve the co-ordination and scope of family support and preventative services for children in need			
Lead officer: Emma Baatz			
Objective	Key tasks	completion date	lead partn
Develop a family and parenting support, early intervention and prevention strategy for children in need as defined by The Children Act 1989, s17 (10)	<ul style="list-style-type: none"> • Complete mapping of existing demand and supply of family and parenting support services • Complete strategic review and redesign of family support services based on evidence of good practice • Develop family support strategy, in consultation with partners and with the involvement of parents and carers, including <ul style="list-style-type: none"> • analysis of funding streams and value for money • commissioning • quality assurance programme • communications • Strategy agreed for implementation by CYPSPB 	<p>June 07</p> <p>July 07</p> <p>July 07</p> <p>Sept. 07</p>	LBB
Implement strategy through children's centres and extended services in and around schools (See Early Years and Childcare Plan)	<ul style="list-style-type: none"> • Review reach of children's centres • Establish further 11 children's centres • Review family support pilot in children's centres to inform strategy (see above) • Mesh extended services activities with family support strategy 	<p>Jan 07</p> <p>April 08</p> <p>July 07</p> <p>July 07</p>	LBB
Key measures of success			
<ul style="list-style-type: none"> ▪ Increase in number of Children's Centres to ensure reach to targeted localities ▪ Increased range and scope of extended services in and around schools ▪ Increase in number of families accessing targeted support (baseline to be established e.g. number of children assessed as being in need attending Children's Centres) ▪ All child protection cases of more than 3 months duration reviewed at the correct intervals ▪ Increase the percentage if initial assessments made within 7 working days of referral ▪ Continuing the Reduction in number of Looked After Children 			

JAR2: Routinely provide feedback to children & young people on their participation and involvement.

Lead officer: Phil Morris

Objective	Key tasks	completion date	lead partn
Identify opportunities to report routinely and celebrate involvement of children and young people (at a strategic level)	<ul style="list-style-type: none"> Utilise borough wide communication mechanisms to build in routine feedback to C&YP e.g. Barnet First reporting results of young person element of annual Resident Attitude Survey) 	Mar 07	LBB
	<ul style="list-style-type: none"> Improve channels of communication with Barnet Youth Board and School Councils 	Mar 07	
	<ul style="list-style-type: none"> Develop system of certificates to recognise the participation of young people in evaluating and shaping services 	Mar 07	
	<ul style="list-style-type: none"> Develop interactive capacity for children's service website and investigate other innovative web based mechanisms commonly used by young people (e.g. My Space) as part of over-arching external communications strategy for the service 	Mar 07	
Ensure consultation exercises at council and service level feedback consistently to children and young people	<ul style="list-style-type: none"> Introduce standing agenda item to report on feedback to young people at Partnership Participation Group with six monthly report to EMG 	Jan 07	LBB
	<ul style="list-style-type: none"> Partnership Participation Group to report six monthly to EMG on implementation of Hear by Right including specific item on consultation feedback 	Jan 07	

Key measures of success

- Reach established level of Hear By Right by April 2008
- Evidence that Children and Young People Plan is informed by views of young people and that they are aware of this
- Young people involved in the recruitment of integrated children's services management structure and aware of outcomes.

JAR3a): Improve post 16 education, employment or training outcomes for looked after young people, young people with learning difficulties and/or disabilities and young people who offend

Lead officer: Martin Baker

Objective	Key tasks	completion date	lead partn
Map existing provision of education, training and employment for vulnerable groups	<ul style="list-style-type: none"> Analyse Prospects current delivery programme 	Mar 07	LBB
	<ul style="list-style-type: none"> Through Post 16 Quality Mark pilot project, commission research with young people their views, needs and aspirations 	Mar 07	
	<ul style="list-style-type: none"> Review programme of local FE colleges and work based learning providers against identified vulnerable groups 	July 07	
	<ul style="list-style-type: none"> Complete gap analysis and identify provision to be commissioned 	July 07	
	<ul style="list-style-type: none"> Use analysis to inform Connexions transfer planning 	July 07	
Review multi-agency groups developing transition routes to improve accountability	<ul style="list-style-type: none"> Ensure NEET steering group has appropriate membership to reflect the wide range of young people's needs 	Jan 07	CXNS

(see also JAR4)	<ul style="list-style-type: none"> Map all other multi-agency groups, eliminate overlap and set out clear lines of reporting and accountability Establish mechanism for engaging young people systematically in needs identification and informing provision (see above) Re-establish local channels of communication and influence with LSC 	Mar 07	LBB
		Feb 07	LBB
Make better use of existing resources	<ul style="list-style-type: none"> Develop commissioning strategy to make best use of existing resources to meet the needs of vulnerable young people including <ul style="list-style-type: none"> Increased taster courses in practical subjects Personalised packages to support access Review role of Connexions advisors as part of transition planning (see above) Review accessibility of (IAG) information for parents and young people (see above) Investigate capacity of current NRF funded NEET project to include vulnerable young people 	Jan 08	CXNS
		July 07	
		July 07	
		July 07	
Explore opportunities for external funding	<ul style="list-style-type: none"> Hold Barnet stakeholder event to present evidence to London LSC Review of provision for LDD – with potential to secure funding for local opportunities 	June 07	LBB
Pilot local authority based apprenticeships for care leavers aged 16-21 (see also JAR3b)	<ul style="list-style-type: none"> Identify resources to co-ordinate and develop scheme for work based learning opportunities to be offered across council services (including job ready training and work experience opportunities) Explore opportunities for working in partnership with the Learning and Skills Council Develop accreditation scheme with Barnet College First apprenticeships in place 	Feb 07	LBB
		Mar 07	
		Sept 07	
Improve local provision for basic literacy and numeracy skills for vulnerable young people	<ul style="list-style-type: none"> Secure LSC funding for accredited basic literacy and numeracy courses at KS3 targeting LAC and young people at risk of offending Establish accredited programme with colleges for locally based delivery targeting LAC aged 16 and LAC aged 19 	Dec 06	LBB
		Feb 07	
Key measures of success			
<ul style="list-style-type: none"> Increase percentage of care leavers in ETE Increase percentage young offenders in ETE Reduce the proportion of young people that are NEET who were Barnet school leavers with a special education need (statement of SEN, School Action Plus, School Action) 			
JAR3b): Ensure that all care leavers have a named key worker and that access to education, training and employment is improved			
Lead officer: Marion Ingram			
Objective	Key tasks	completion date	lead partn

Ensure all care leavers have a named key worker	<ul style="list-style-type: none"> ▪ Review case load weighting system within Leaving Care service ▪ Allocate a named key worker to all young people eligible to receive a leaving care service ▪ Explore individualised budgets approach (see JAR4) as a tool to prepare care leavers for independent living 	Mar 07 June 07 Begin June 07	LBB
Improve transition to independent living for care leavers	<ul style="list-style-type: none"> ▪ Review homelessness strategy for vulnerable young people including care leavers (in the light of Care Matters) ▪ Submit proposal for Supporting People funding to <ul style="list-style-type: none"> ○ Commission floating support ○ Allow spot purchasing of supported living placements 	Jan 07 Jan 07	LBB
Improve access to education, training and employment	<ul style="list-style-type: none"> ▪ See JAR3a ▪ Provide training on education, employment and training opportunities for all key workers and carers (see JAR4) ▪ Extend role of education champions to post statutory education 	Mar 07 Jan 07	LBB
<p><u>Key measures of success</u></p> <ul style="list-style-type: none"> ▪ All care leavers have a named key worker ▪ Increase percentage of care leavers in education, employment or training (measured at 16 years and at 19 years) 			
<p>JAR 4: Improve arrangements for supporting young people with learning difficulties and/or disabilities to make the transition from children's services to adult services, especially those with complex needs</p> <p>Lead officer: Graham Durham/Kate Kennally</p>			
Objective	Key tasks	completion date	lead partn
Review multi-agency groups developing transition routes to improve accountability	<ul style="list-style-type: none"> • See JAR3a 		LBB
Commission Leaders UK to research effective support for young people in transition from children's to adult services	<ul style="list-style-type: none"> • Agree project initiation • Provide documentation and data for review by Leaders UK team • Fieldwork in Barnet • Issues report from Leaders UK to identify <ul style="list-style-type: none"> ▪ comparisons with national benchmarks ▪ barriers to effective joint working ▪ possible models for effective management of transition process ▪ engagement of voluntary sector • Facilitated workshop for children and adult services managers • Review impact of research on service delivery models and consider implications for working with partner agencies, eg, health, voluntary sector 	Nov 2006 Dec 2006 Feb 07 March 07 March 07 July 07	LBB

<p>Increase involvement of young people in their transition through further development of Person Centred Review, personalised services and individual budgets</p>	<ul style="list-style-type: none"> • Identify young people requiring key worker to support transition between services • Expand training for key workers to cover: <ul style="list-style-type: none"> ▪ Person centred review (PCR) ▪ Resource allocation tool and individual budgets ▪ Range of post 16 ETE opportunities and commissioning strategy (see JAR3a) ▪ Feedback from research into young people's views (see JAR3a) ▪ • Review models for management of transition key workers in the light of Leaders UK research (see JAR3a) • Provide PCR for current Y9 cohort in special schools and 6 secondary schools • Expand PCR trained facilitators from 6 to 16 to 25 • Through Brokers for Change programme, provide training for voluntary sector to provide brokerage for individual budgets • Appoint project manager for roll out of individual budgets • Through DOH In Control programme, pilot individual budgets for young people with complex needs 	<p>Dec 07</p> <p>Jan 08</p> <p>May 07</p> <p>June 2007</p> <p>Dec 07</p> <p>Jan 07 Begin April 07</p>	<p>LBB</p>
<p>Re-configure Connexions services locally to improve support for young people with LDD</p>	<ul style="list-style-type: none"> • Complete outline action plan for transfer of responsibility for Connexions services to the LA • Use Leaders UK research to inform shape of Connexions services to support young people with LDD 	<p>Jan 07</p> <p>July 07</p>	<p>LBB with CXNS</p>
<p>Improve forward planning to support the transition of individuals between services</p>	<ul style="list-style-type: none"> • Appoint adult social care representative to placement panel • Set in train planning for increased supported living arrangements for young adults with LDD 	<p>Jan 07</p> <p>Jan 08</p>	<p>LBB</p>
<p>Harness the contribution of the voluntary sector</p>	<ul style="list-style-type: none"> • Transition conference for voluntary sector 	<p>Feb 07.</p>	<p>BVSC</p>
<p><u>Key measures of success</u></p> <ul style="list-style-type: none"> ▪ Increase number of Person Centre Reviews for young people in Year 9 and Year 10 ▪ Individualised budgets piloted with young people with LDD 			

JAR5: Review the projected rates of improvement for MMR immunization so that levels sufficient to prevent an outbreak are achieved in a realistic but more challenging timescale
Lead Officer: Judy Mace

Objective	Key tasks	completion date	lead partn
Review trajectory in the light of SHA advice and PCT experience	<ul style="list-style-type: none"> • Confirm with Strategic Health Authority trajectory required to prevent outbreak • Review current targets in the light of available resources and experience 	Jan 07 Mar 07	PCT

Key measures of success

- Increase percentage of resident children reaching their second birthday and having MMR immunisation

Youth Service enhanced inspection – post inspection action plan

YS1: Increase contact rate with young people
Lead officer: Flo Armstrong

Objective	Key tasks	completion date	lead partn
Increase youth work contacts by funding new youth activities and facilities through grants and commissioning to fill gaps in youth provision	<ul style="list-style-type: none"> • Review existing youth provision and identify gaps using mapping exercise, young people's views and Ofsted recommendations and prioritise areas for development • Establish panel to include the voluntary youth sector to set up grant allocation and commissioning process using Edward Harvist Charitable Trust Funds • Publicise funding and provide advice and guidance on the application process to potential service providers • Services are commissioned to provide <ul style="list-style-type: none"> ○ Generic youth provision in targeted areas ○ Further youth provision for teenage parents ○ Youth provision for lesbian and gay young people ○ Further youth provision for young carers ○ Further youth provision for young people with learning disabilities and physical disabilities ○ Range of specialist activities • Develop communications strategy for the service • Monitor services and increased youth provision data is collected 	Complete Complete Jan 07 Mar 07 Feb 07 March 08	LBB

Continue to increase youth work contacts and reach through partnership with the voluntary youth sector.	<ul style="list-style-type: none"> Establish working group to set up local council for voluntary youth services. Hold a voluntary youth sector conference to raise awareness of quality assurance, national and local priorities, and share good practice and build partnership Establish Barnet Council for Voluntary Youth Services Increase the number of voluntary youth sector partnership agreements with information and data sharing protocols including reach 	Complete Mar 07 Mar 08 Mar 08	BVSC
Increasing reach through accessing external funding including Youth Opportunities Fund	<ul style="list-style-type: none"> Recruit and train group of young people for Youth Bank panel Establish fully operational Youth Bank Youth Opportunities Fund allocated to new youth activities and facilities with monitoring agreements to include reach New youth drop-in provision established in West Hendon Increase in number of voluntary youth sector partnership agreements with information and data sharing protocols including reach 	Complete Complete Mar 07 Sept 07 Mar 07	LBB
Extending youth work in secondary schools	<ul style="list-style-type: none"> Appoint two extended schools youth workers for Academy and 3 secondary schools Set up Transition Project within each school for Year 7 & 8 pupils to prevent causes of disaffection Build community links within each school through outreach work 100 young people reached through extended schools project 	Complete July 07 July 07 July 07	LBB
<u>Key measures of success</u>			
<ul style="list-style-type: none"> Increase number of young people aged 13-19 contacted 			
YS2: Increase number of young people gaining formal accreditation for their work			
Lead officer: Flo Armstrong			
Objective	Key tasks	completion date	lead partn
Extend accreditation available to young people using both statutory and voluntary sector youth provision	<ul style="list-style-type: none"> Appoint accreditation development worker (.5) Run Accreditation training sessions x 2 Accredited projects delivered through 6 voluntary youth sector organisations 	Mar 07 Mar 08 Mar 08	LBB
<u>Key measures of success</u>			
<ul style="list-style-type: none"> Increase percentage of young people aged 13-19 gaining a recorded outcome compared to percentage of young people participating in youth service provision Increase percentage of young people aged 13-19 gaining an accredited outcome compared to percentage of young people participating in youth service provision 			

YS3: Fully implement management information system and quality assurance systems

Lead officer: Flo Armstrong

Objective	Key tasks	completion date	lead partn
Improve monitoring of statutory youth centres.	<ul style="list-style-type: none"> • Annual Monitoring inspections undertaken on all statutory youth provision • Improvement action plan for all centres in place 	Mar 07 April 08	LBB
Improve monitoring of 1:1 and group work	<ul style="list-style-type: none"> • 100% of staff undertake Observation of Practice • 100% of staff receive 'Observation of Practice' summary with key actions for improvement. 	Mar 08 Mar 08	LBB
Improve data collection systems	<ul style="list-style-type: none"> • Training for all staff on use of MIS data collection systems. • All data on contacts, participation, recorded outcomes and accreditation collected from statutory youth provision • Quarterly data reports published 	End Mar 07 Mar 07 Mar 07	LBB
Increase data collection from voluntary sector partners	<ul style="list-style-type: none"> • Partnership agreements in place with 50% of all LB grant funded voluntary sector groups. • Partnership agreements in place with 100% of all LBB grant funded voluntary sector groups 	End Mar 07 End Mar 08	LBB
<p><u>Key measures of success</u></p> <ul style="list-style-type: none"> ▪ All council operated youth centers receive monitoring visit and have improvement action plan in place ▪ All full time staff trained and using MIS data collection systems 			

LBB= London Borough of Barnet

PCT = Barnet Primary Care Trust

BVSC = Barnet Voluntary Service Council

CXNS= Connexions

Youth offending Service – post inspection action plan

YOS1. Ensure that an action plan is devised to address the following recommendations and forwarded to the lead inspector within three months of this report

Lead officer: Chair of the Management Board

objective	key tasks	completion date	lead partner
Develop action plan in agreement with partners	<ul style="list-style-type: none"> ▪ Develop action plan with partners and agree timetable for implementation ▪ Action plan in place 	Ongoing 11 Jan 07	LBB

YOS2. Ensure that plans to develop the range of work undertaken by the Youth Offending Service address the capacity limitations of the YOS Management Group and the limitations of the physical space resources of the organisation

Lead officer: Chair of the Management Board

objective	key tasks	completion date	lead partner
Address capacity limitations of YOS management group	<ul style="list-style-type: none"> ▪ Develop proposal to restructure the YOS and review job descriptions and grades to strengthen management capacity ▪ Implement restructure 	Feb 07	LBB
		Mar 07	
Address limitations of physical space	<ul style="list-style-type: none"> ▪ Provide additional space through the use of the ground floor of current premises 	Completed	LBB

YOS3. Ensure that a review of the impact of the temporary nature of staff employment contracts is undertaken and steps taken to address any adverse impact of these arrangements

Lead officer: Chair of the Management Board

objective	key tasks	completion date	lead partner
Review staff employment contracts	<ul style="list-style-type: none"> ▪ Identify adverse impact of temporary nature of some posts due to short term funding ▪ Raise issue of Children's Funding which will end in 2008, with Youth Justice Board ▪ Mainstream key post of Information and Performance Manager 	Mar 07	LBB
		Completed	
		Completed	

	<ul style="list-style-type: none"> Use YOS restructure to mitigate adverse impact where possible 	Mar 07	
YOS4. Ensure that the YOS routinely monitors and reports on the impact of its work with children and young people, and uses the findings to inform future practice Lead officer: Kate Malleson			
objective	key tasks	completion date	lead partner
Improve routine monitoring and reporting	<ul style="list-style-type: none"> Develop robust processes for capturing, analysing and reporting on ASSET and ONSET data incorporating "What do you think?" evaluation from service user's perspective 	Mar 07	LBB
Use findings to inform future practice	<ul style="list-style-type: none"> Feedback information regularly to practitioners and managers through team meetings 	Mar 07	LBB
YOS5. Ensure that Initial supervision plans and their reviews, contain specific, measurable, achievable, realistic and time-bound objectives and are used by case workers as a framework in planning and reviewing work with children and young people Lead officer: Kate Malleson			
objective	key tasks	completion date	lead partner
Ensure that Initial supervision plans and their reviews, contain specific, measurable, achievable, realistic and time-bound objectives	<ul style="list-style-type: none"> Use specific, measurable, achievable, realistic and time-bound objectives in individual supervision. Use case discussions at team meetings to model the setting of SMART objectives Use Teen Talk tool to assist practitioners Increase management oversight of cases prioritising those which are medium/high risk of harm 	Ongoing Ongoing Ongoing Jan 07	LBB
Ensure that they are used by case workers as a framework in planning and reviewing work with children and young people	<ul style="list-style-type: none"> Increase completion of "What do you think?" form Hold Staff Development Day for all practitioners (YOS and Prevention) Deliver ONSET training for prevention staff 	On going Mar 07 Completed	LBB
YOS6. Ensure that children and young people with poor basic skills are identified and referred for remedial intervention Lead officer: Kate Malleson			
objective	key tasks	completion date	lead partner
Identify children and young people with poor basic skills	<ul style="list-style-type: none"> Process in place to ensure that all children and young people in contact with the YOS (YOT or Prevention) have 	Mar 07	LBB

	<ul style="list-style-type: none"> a basic skills assessment ▪ YOS Education Officer to receive training in use of basic skills tool as used by the secure estate ▪ Develop new part time post with Keeping Young People Engaged funding from the LSC ▪ Develop process to obtain basic skills assessments from school records ▪ Investigate potential for dedicated educational psychology resources to be allocated to the YOS client group ▪ Connexions PA to carry out basic skills assessment for all post-16 NEET clients 	<p>Mar 07</p> <p>Mar 07</p> <p>Mar 07</p> <p>Mar 07</p> <p>Mar 07</p>	LBB/Connexions
Refer children and young people with poor basic skills for remedial intervention	<ul style="list-style-type: none"> ▪ Process for referral pathways in place to ensure that all children and young people in contact with the YOS (YOT or Prevention) can access and receive remedial intervention ▪ Investigate potential for dedicated educational psychology resources to be allocated to the YOS client group ▪ Investigate the development of a menu of options to meet individual needs such as pre-E2E courses available locally ▪ Identify CAMHS role where remedial intervention needed 	<p>Mar 07</p> <p>Mar 07</p> <p>Mar 07</p> <p>Mar 07</p>	LBB/CAMHS LBB/CAMHS/CXNS
<p>YOS7. Ensure that effective work with victims is developed so that all victims are consulted as appropriate and the range of restorative justice interventions extended so that more children and young people are engaged in reparative projects</p> <p>Lead officer: Kate Malleson</p>			
objective	key tasks	completion date	lead partner
Develop effective work with victims following appropriate consultation	<ul style="list-style-type: none"> ▪ To consider how to provide a dedicated victims' service using currently available resources and produce a plan for the development of this work ▪ To implement developmental plan 	<p>Mar 07</p> <p>Jun 07</p>	LBB
Extend the range of restorative justice interventions thereby increasing the numbers of children and young people engaged in reparative projects	<ul style="list-style-type: none"> ▪ To consider how to extend the range of reparative projects using currently available resources and produce a plan for the development of this work ▪ To implement developmental plan 	<p>Mar 07</p> <p>Jun 07</p>	LBB
<p>YOS8. Ensure that pre-sentence reports are prepared to a consistent standard, address victims' issues, differentiate</p>			

between risk of Harm and risk of re-offending and contain a full analysis of the offending behaviour.

Lead officer: Kate Malleson

objective	key tasks	completion date	lead partner
Improve consistency in quality of pre-sentence reports	<ul style="list-style-type: none"> ▪ To be addressed through individual casework supervision ▪ Staff Development Day to focus on content and quality of pre-sentence reports ▪ Findings from gate-keeping are disseminated quarterly to practitioners and managers ▪ Sentencer's feedback is sought on a quarterly basis ▪ Congruence rate of proposal and outcome is disseminated to practitioners and managers 	Ongoing Mar 07 Mar 07 Mar 07 Mar 07	LBB
Ensure all pre-sentence reports address victims' issues	<ul style="list-style-type: none"> ▪ Request to be made to Crown Prosecution Service that they prioritise a process for the timely provision of victim impact statements to the YOS in all youth cases ▪ The inclusion of the victim perspective within pre-sentence reports to be embedded in the process to be developed for effective work with victims ▪ To be addressed through individual casework supervision ▪ Staff Development Day to focus on quality of pre-sentence reports 	Mar 07 Mar 07 Ongoing Mar 07	LBB
Ensure all pre-sentence reports differentiate between risk of harm and risk of re-offending	<ul style="list-style-type: none"> ▪ Training has been delivered on dangerousness as defined by CJA 2003 ▪ All staff have received risk of harm, risk of re-offending and vulnerability training – more to follow ▪ New risk policy developed ▪ New risk policy to be implemented ▪ To be addressed through individual casework supervision ▪ Staff Development Day to focus on quality of pre-sentence reports 	Completed Ongoing Completed Ongoing Ongoing Mar 07	LBB
Ensure all pre-sentence reports contain a full analysis of the offending behaviour	<ul style="list-style-type: none"> ▪ Training has been delivered on dangerousness as defined by CJA 2003 ▪ All staff have received risk of harm, risk of re-offending and vulnerability training – more to follow 	Completed Ongoing	LBB

	<ul style="list-style-type: none"> ▪ New risk policy developed ▪ New risk policy to be implemented ▪ To be addressed through individual casework supervision ▪ Staff Development Day to focus on quality of pre-sentence reports 	Completed Ongoing Ongoing Mar 07	
YOS9. Appropriate representation and participation in the Youth Offending Service Board and provision of specialist staff resources is offered by the organisation Lead officer: London Probation Area			
objective	key tasks	completion date	lead partner
Ensure appropriate representation and participation in the Youth Offending Service Management Board	<ul style="list-style-type: none"> ▪ To be drawn to the attention of the London Probation Area Regional Officer 	Mar 07	LPA
Ensure the provision of specialist staff resources to the Youth Offending Service	<ul style="list-style-type: none"> ▪ To be drawn to the attention of the Youth Justice Board ▪ To be drawn to the attention of the London Probation Area Regional Officer 	Mar 07 Mar 07	YJB LPA

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