

## Recommendations

Changes are necessary to ensure that (primary responsibility is indicated in brackets):

- (1) the performance management responsibilities are understood by, and embedded within, the Management Board (*Chair of Management Board*)
- (2) effective, resilient arrangements for the staffing of the YOS by all statutory partners and effective management and support of those workers by the home agency are in place (*Chair of Management Board*)
- (3) an agreed analysis and action plan is in place to address the increase in first time entrants to the youth justice system (*Chair of Management Board*)
- (4) the configuration of resources applied to the case management function are adequate, well trained and supported (*YOS manager*)
- (5) an improved focus and coordination of work in relation to victims and restorative justice (*YOS manager*)
- (6) recording of the work undertaken is sufficient and undertaken by workers who are trained and supported in this task, including the quality of pre sentence reports to courts (*YOS manager*)
- (7) assured improvements in the consistency and evidenced quality of practice are achieved, with an emphasis on those subject to custodial sentences (*YOS manager*)
- (8) information sharing arrangements are agreed, understood and in place, particularly in relation to health interventions (*YOS manager*)
- (9) final warning arrangements are reviewed to enable interventions to be delivered that are proportionate and responsive to individual need (*police chief inspector*)
- (10) the education and training needs of children and young people have a 'champion' who is able to achieve improvements in full time mainstream education and post 16 services and ensure that these are evaluated (*YOS manager*).

## Next steps

An improvement plan addressing the recommendations should be submitted to HM Inspectorate of Probation for approval four weeks after the publication of this inspection report. Once agreed, the plan will be forwarded to the Youth Justice Board to monitor its implementation.

