

Youth offending services inspection

Guidance Manual

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1. Statement of purpose and values

1.1 Statement of purpose

We are an independent inspectorate, funded by the Ministry of Justice, and we report directly to the Secretary of State for Justice. Our purpose is to report on the effectiveness of work with adults, children and young people who have offended. This is targeted at reducing reoffending, protecting the public, ensuring the sentence of the court is served and improving the wellbeing of children and young people at risk of reoffending. We inspect the quality of services provided and of the organisations who deliver them. We make recommendations to assist providers in the continuing improvement of the effectiveness of their services.

In working to our statement of purpose we use our inspection findings to:

- contribute to the development of effective practice of the organisations whose work we inspect
- identify and disseminate best practice
- challenge poor and ineffective practice
- contribute to the development of sound policy that enables and facilitates effective practice, and avoids unnecessary duplication and bureaucracy
- contribute to the overall effectiveness of the criminal justice system, particularly through joint work with other inspectorates
- actively promote diversity.

1.2 Values

Integrity

We work in an independent, honest, open, professional, fair and polite way.

Accountability

We are reliable and stand by the evidenced conclusions we reach. We will always fully account for our actions.

Effectiveness

We report and publish inspection findings and recommendations for improvement, focused on service practice quality, in good time and to a high standard. We check the impact of our inspections. We disseminate widely to enable improvement across England and Wales.

Inclusion

We promote attention to diversity in all aspects of our work, including within our own employment practices and organisational processes. We are committed to pursuing equality of outcomes for all.

1.3 Our mandate

HM Chief Inspector of Probation's responsibilities are set out in Section 7 of the *Criminal Justice and Court Services Act 2000*, as amended by the *Offender Management Act 2007*, section 12(3)(a). This requires the chief inspector to inspect (section 1) and report to the Secretary of State (section 3) on the arrangements for the provision of probation services.

Under Section 7(6) of the *Criminal Justice and Court Services Act 2000*, HM Chief Inspector of Probation is also conferred to inspect and report on youth offending teams (YOTs), established under section 39 of the *Crime and Disorder Act 1998*, and bodies acting on their behalf.

We are the independent source of fair comment for ministers and the public on the effectiveness of the work of probation and youth justice providers. We test the effectiveness of provision and provide assurance. Critically, we make recommendations to identify and disseminate best practice, challenge poor performance and encourage improvement. Our reports provide evidence-based intelligence for commissioners and providers, designed to play a key part in facilitating and encouraging improvement in effective service delivery.

1.4. Confidentiality

No information provided to us, in written form or verbally, by staff working for the inspected organisation, or under contract to that organisation, is treated as confidential. We use all available evidence to help us make an inspection judgement. Similarly, information provided to us by stakeholders invited to contribute to the inspection, is not treated as confidential.

In group meetings, and case interviews with practitioners, we provide an assurance that information shared will only be used in an aggregated form, and will not identify individual staff members, unless immediate action is needed to protect an individual.

2. Overview of youth offending services inspection

2.1 Introduction

The term youth offending team (YOT) is used throughout this document to describe the provision of youth offending services regardless of how they are structured and named locally. The term YOT is consistent with the wording of the *Crime and Disorder Act 1998*.

Key features of the inspection programme are:

- evidence-based inspection standards
- YOT inspection ratings
- the inclusion of out-of-court disposal (OOCD) work alongside sentenced cases
- evidence-based judgements about organisational delivery.

The selection of YOTs for inspection is undertaken on a risk and non-predictable basis and is guided by our published YOT selection criteria. Our inspections are underpinned by standards, and we rate inspected organisations using a four-point scale. We inspect across three domains. Domain one covers aspects of organisational delivery and leadership. Domains two and three look at the quality of post-court supervision and the quality of out-of-court disposals respectively.

A small number of YOTs receive a joint inspection. In these we inspect against the standards across all three domains and include inspectors from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services and the Care Quality Commission. In England, social care and learning and skills inspectors are part of the team, and in Wales we are joined by the Care Inspectorate Wales, Health Inspectorate Wales and Estyn.

Further detail about the domains and standards can be found on the HMI Probation website.

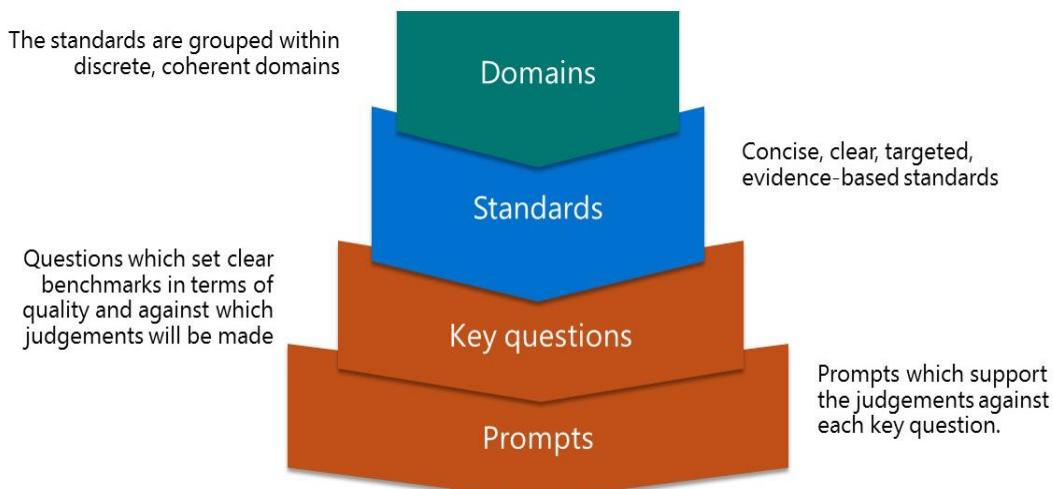
<https://www.justiceinspectories.gov.uk/hmiprobation/about-our-work/>

2.2 Standards for inspection

Our inspection standards reflect the high-level expectations that government and the public have of YOTs. They form the basis for transparent, evidence-based and independent inspection.

The standards are grouped into domains, with each standard underpinned by key questions and prompts, most of which have a binary 'yes' or 'no' response. The framework is supported by inspection guidance materials that assist reliable and valid judgements.

Figure 1: The standards structure



This guidance manual sets out the arrangements for the inspection programme, covering all aspects of the inspection process and methodology, as well as roles and responsibilities of HMI Probation staff. It outlines what the inspection involves and the preparations needed to be made by the inspected organisations.

Additional supporting documents are available on the HMI Probation website.

<https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/documentation-area/youth-offending-services-inspection/>

2.3 Inspection phases

The inspection consists of three phases:

- Phase I: Pre-fieldwork planning and preparation
- Phase II: Fieldwork
- Phase III: Post-fieldwork.

Phase I: Pre-fieldwork planning and preparation

The pre-fieldwork phase commences four weeks before the fieldwork (week -4), with the announcement of the inspection and the issue of documentation to assist the planning and preparation.

Phase II: Fieldwork

For single inspections, there is one week of fieldwork, during which case inspections and meetings take place. For joint inspections, there is a second fieldwork week. During this week further meetings take place, and issues arising out of cases inspected during the first fieldwork week followed up by partner inspectorates.

Phase III: Post-fieldwork

On completion of the fieldwork phase, the lead and deputy lead inspector prepare draft ratings and summarise evidence and key findings for the ratings panel meeting.

The ratings panel is chaired by the director of operations and normally includes – as a minimum – the director, the lead inspector and the head of youth offending services inspection. The panel's role is to ensure that ratings are evidence-based, they fully reflect the balance of evidence, and that they are sufficiently consistent across inspections. The summary note outlining the decision of the ratings panel is sent by the operations team to the inspected body on the Friday after the fieldwork (week +1).

The lead inspector completes the report, which is submitted to the host organisation for factual accuracy checking on the Monday of week +5, with a deadline to return any comments to the lead inspector and head of inspection by the Monday of week +7. The report is published in week +10 in England and in week +13 in Wales to allow for translation.

3. Phase I: Pre-fieldwork and planning

3.1 The inspection team for phase I

The inspection team for phase I consists of:

- lead inspector
- information and data team
- administrator operations (inspection).

3.2 Pre-fieldwork activity

The administrator and lead inspector start to prepare for the inspection at week -4. Before the announcement telephone call is made, key documents and background information are collated to support the lead in planning the inspection. The role of the YOT is to: submit all the required evidence in advance; identify the case samples for domains two and three; arrange meetings, interviews and meetings; and finalise the fieldwork schedules.

3.3 Inspection announcement

Each inspection is announced on the Friday three weeks before the fieldwork commences (week -4). The announcement is made by the lead inspector (or the deputy lead inspector if the lead inspector is not available) by telephone to the head of service or the most senior manager available.

The key aspects of the telephone call are to:

- announce the inspection
- confirm whether it is a single or joint inspection
- confirm that the head of service will receive written email confirmation following the call
- provide a brief overview of the inspection
- allow the head of service to identify the link senior manager for the inspection
- confirm the date and time of the telephone planning meeting.

The announcement letter is completed with details obtained from this phone call. The administrator also issues courtesy letters to partners and other relevant organisations.

The YOT link senior manager has a key role in ensuring the smooth running of the inspection. They are the single point of contact for the inspection and assist with the arrangements of the inspection during fieldwork week.

For joint inspections, the lead inspector also informs the partner agencies of the forthcoming inspection. The inspectors from partner inspectorates will also require a named single point of contact from the YOT who can assist with specific requirements.

Following the announcement call (week -4), the inspected area receives an email confirming the inspection including instructions for submitting evidence in advance, case sample specifications, external project plan, inspection framework and template schedules.

3.4 Project plans

The external project plan provides the YOT with details of key timescales and activities required, from pre-fieldwork to post-fieldwork. The YOT receives the project plan at the end of week -4. The link manager for the YOT needs to check the key dates and identify any conflicts with other significant commitments. The link manager should raise any issues with the project plan with the administrator who works with the lead inspector to consider changes where necessary. The YOT should ensure all relevant staff involved in the inspection planning processes are familiar with the project plan.

The link manager may find it useful to record key dates in their electronic calendar.

A copy of the template project plan can be viewed on the HMI Probation website.

<https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/documentation-area/youth-offending-services-inspection/>

3.5 Telephone planning meeting

The telephone planning meeting takes place as soon as possible following the announcement, usually on the Tuesday of week -2. This meeting takes place by telephone or Skype.

The planning meeting involves:

- the lead inspector
- the head of service, or designated person for the YOT.

The lead inspector facilitates the meeting and covers the following:

- an outline of the inspection methodology in more detail, explaining the domains and processes
- case sample selection criteria, spreadsheet completion and deadline for return to HMI Probation (Section 4 provides detailed guidance on the criteria for each domain)
- a discussion about the evidence required to be submitted in advance of the inspection
- clarification of the local organisational arrangements, offices where the case assessments will take place
- case sample issues
- case manager interviews and scheduling
- surveys to be conducted, including the text survey of young people
- management meetings and other inspection activity
- access to IT, rooms and buildings

- proposed schedules and key dates
- arrangements for the on-site logistics meeting and the chief executive/YOT management Board Chair presentation.

For joint inspections, the planning meeting also considers wider partnership issues that need to be addressed in the second fieldwork week. A more detailed planning meeting for the second fieldwork week takes place during fieldwork week one.

During week -1, work is carried out on the case sample, and the selected cases are sent to the YOT to provide further information before the case sample shortlist is confirmed. The lead inspector will read through the evidence in advance and any background information.

A list of standard meetings is provided for all inspections (see Section 5). The planning meeting provides the opportunity, for the lead inspector to request additional meetings during fieldwork.

Once the planning meeting has taken place, the lead inspector and administrator finalise the schedules.

The planning meeting is documented by the lead, including notes on any key questions raised by the YOT. A copy of the minutes is issued to the link manager, the HMIP administrator and any other relevant people.

3.6 Evidence in advance

The lead inspector uses the evidence in advance submitted by the YOT to assess against the domain one standards and to prepare the inspection team on relevant topics. The YOT is provided with a checklist (see below) and index of evidence required in advance. In selecting the evidence that best meets the checklists below, the YOT should use the index of evidence in advance to record the name of the item being submitted.

Youth offending team evidence in advance

A description of the YOT's local context and story - between two and three pages.

YOT organisation chart.

Structure chart showing where the YOT sits in relation to the local authority.

Latest approved YOT business plan.

Current YOT improvement plan.

Register of attendance at the YOT management board.

Minutes of all YOT management board meetings.

Agenda and papers of the most recent YOT management board.

List of all community safeguarding or public protection incidents.

Evidence of how the YOT responds to inspections.

Where available, the following information is also required:

Current local strategy and action plan for prevention work.

List of policies and procedures on case management.

List of memoranda of understanding, service level agreements, secondment arrangements.

- Evidence of how the YOT management board monitors performance.
- Evidence of how the YOT management board holds members and partners to account.
- Latest available analyses of local offending.
- Details of arrangements with *partners* for managing risk of harm and safety.
- Copy of service agreement with the youth court.
- Evidence of how the YOT management board makes sure services are suitable for the local population.
- Current strategy for seeking the views of children and young people, parents/carers and victims.
- Evidence of how the YOT has used learning from community safeguarding and public protection incidents (CSPPIs) and other events.
- Evidence of how quality assurance systems have been used.
- Evidence of how staff training needs are addressed and assessed.
- Evidence of how workload and staffing levels are managed.
- Evidence of how the YOT partnership makes sure the nature and diversity of workforce responds to local needs.

Youth joint inspection evidence in advance

- Structure chart and names of education, training and employment (ETE), health and substance misuse, police and other specialist staff within the YOT.
- Structure chart that shows links between YOT and other agencies.
- Police procedure for out-of-court disposals.
- List of children or young people currently supervised subject to multi-agency public protection arrangements (MAPPA) and Integrated Offender Management (IOM).
- List of currently supervised children or young people in receipt of alcohol or substance misuse treatment, physical or emotional health intervention, speech or language intervention, or awaiting treatment or assessment.
- Details of health providers.
- List of children or young people currently supervised who have a child protection plan or are looked after.
- List of providers of early help.
- Monitoring information that shows ETE achievements.
- List of relevant education providers.
- List of children or young people currently being supervised who are missing education.

3.7 Presentation by the youth offending team

On the first day of the fieldwork, there is a presentation from the Chief Executive of the local authority or Chair of the YOT Management Board. The lead inspector should be informed in advance if a substitute will deliver the presentation. Other relevant staff may be involved or attend, as agreed with the lead inspector. The presentation cannot be regarded as a substitute for providing the evidence in advance requested.

The presentation should cover the following:

How do organisational delivery arrangements in this area make sure that the work of your YOT is as effective as it can be, and that the life chances of children and young people who have offended are improved?

What are your priorities for further improving these arrangements?

These questions relate specifically to domain one (organisational delivery) of the HMI Probation inspection standards for youth offending work. Any specific examples or evidence presented should relate to work carried out within the previous 18 months.

In joint inspections, the presentation is usually attended by the full inspection team taking part in the second fieldwork week, including inspectors from partner agencies. It is the first substantive inspection activity on the Monday afternoon of the second fieldwork week.

One hour is allowed for the presentation, to include 10 minutes for any discussion. The purpose of the discussion is to identify additional sources of evidence, either documents that can be provided or individuals or groups with whom the inspectors could meet during this second fieldwork week. The presentation and materials are used particularly, but not necessarily exclusively, to inform inspection findings on domain one (organisational delivery) of the HMI Probation standards for the inspection of youth offending work.

An electronic copy (Word, PowerPoint or pdf file) of the presentation should be provided to the lead inspector.

A paper copy should also be provided at the start of the presentation to all inspectors who are present, to assist them when making notes.

4. Case sample

4.1 Cluster sizes

The case samples for youth offending services inspections consist of domain two (post-court) cases and domain three (out-of-court disposal) cases. In the combined sample, 60% will be domain two cases and 40% domain three.

The total size of the case sample depends on the size of the YOT.

The larger case samples are handled by having more HMI Probation assistant inspectors and local assessors on site during the inspection fieldwork week.

4.2 Confidence levels

The margin of error (or confidence interval) for our case assessment findings depends on the selected sample size: the larger it is, the surer we can be that our findings reflect the eligible population.

Our initial calculations for the required sample sizes are designed to achieve a margin of error of no more than 5 and a confidence level of 80% for a simple random sample of monthly commencements. This means that we would be able to say, for a response figure of 47%, that we were 80% sure that the true percentage for the eligible population was between 42% and 52%. Importantly, this assumes that the sample is truly random – which links to the sampling method (see next section).

For inspection purposes, an 80% confidence level provides a balance between cost-efficiency and statistical precision.

4.3 Stratification

Stratified sampling – the eligible population is divided into non-overlapping strata (subgroups), and cases are then randomly selected from within each stratum. The number of strata and the variables used are linked to the issues being explored (that is, where there are likely to be differences in our findings).

The main advantage of stratified sampling is that it ensures sufficient representation of all the subgroups. The main disadvantage is that it adds complexity.

The case sampling approach is based on the following two stages:

Stage 1: Where applicable, in larger YOTs, cases are chosen from across sites or teams. For smaller YOTs, this stage may not be required.

Stage 2: HMI Probation adopts a stratified sampling approach to the selection of the final inspection sample, within each of the two case-based domains. This takes account of gender, sentence or disposal type, risk of serious harm and risk to safety and wellbeing classifications. We will seek to ensure that the proportion of cases in the selected sample in each stratification closely matches the proportion in the longlist.

The stratification variables for children and young people (our secondary sampling units) are gender, disposal type and level of safety and wellbeing and risk of serious harm (RoSH) level

Care is also taken to ensure that the work inspected has been completed by the YOT, so cases are only included if the YOT has completed the assessment.

4.4 Specification and selection

Domain two (post-court) case sample specification

The YOT is asked to provide a long list of all cases sentenced to a referral order, community order or custody during a specific timescale. On the case sample long list, the YOT is asked to identify any cases that meet our exclusion criteria:

- youth rehabilitation order where there is no element of supervision or intensive supervision and surveillance requirement
- any case held by a YOT where the community rehabilitation company (CRC)/national probation service (NPS) is managing or providing interventions on the YOT's behalf
- cases sentenced, or contract agreed, over 12 months previously
- any cases which are (or have been during the sample period) subject to community safeguarding and public protection incident (CSPPi) procedures
- cases that have been transferred in, unless the inspected YOT completed the assessment and planning
- cases that have been transferred out or terminated within four weeks of commencement, unless it is a looked-after child.

The administrator organises the long list and applies the stratification variables using the YOT case sample calculator. The stratification groups are:

- Boys: community sentence; High/very high RoSH and/or safety and wellbeing
- Boys; community sentence; Non-high/very high RoSH and/or safety and wellbeing
- Boys; post-custody
- Girls

A final selected case sample is then chosen, avoiding excluded cases but matching the stratification proportions. This is used to prepare the schedule.

Domain three (out-of-court) case sample selection

The YOT is asked to provide a long list of cases subject to an out-of-court disposal during a specific timescale. On the case sample long list, the YOT is asked to identify any cases that meet our exclusion criteria:

- cases where the young person lives outside the YOT area (including Looked After Children where the YOT is the home YOT), unless the YOT being inspected undertook initial assessment in that case
- cases where the consideration for delivery of an out-of-court disposal was undertaken by a different police force, unless the inspected YOT undertook initial assessment in that case
- any cases which are (or have been during the sample period) subject to community safeguarding and public protection incident (CSPPi) procedures

- cases that have been transferred out unless the inspected YOT undertook initial assessment in the case.

The administrator organises the long list and applies the stratification variables using the YOT case sample calculator. The stratification groups are:

- Boys: youth cautions
- Boys; youth conditional cautions
- Boys; Community Resolutions
- Girls

A final selected case sample is then chosen, avoiding excluded cases but matching the stratification proportions. This is used to prepare the schedule.

5. Schedules

5.1 Weekly schedules

Fieldwork week, single inspections

The lead and deputy are each allocated two or three cases per inspection, depending on the YOT inspected. The remainder of their activity during the fieldwork week includes gathering domain one evidence, through meetings. A team of assistant inspectors and local assessors undertakes most case inspections and, where necessary, lead and facilitate meetings.

The YOT is issued with the final schedules for the fieldwork week by the Wednesday of week -1. This identifies the time allocated to complete a file read and prepare for the case manager interview – 30 minutes. This is followed by the case manager interview, which lasts up to 60 minutes for a post-court case and 45 minutes for an out-of-court case. The YOT should inform case managers of the times scheduled for interviews.

Fieldwork weeks, joint inspections

The first fieldwork week for joint agency inspections are similar to that of single inspections, but more time is allocated to the file reads in order to explore any joint agency practice.

The second fieldwork week takes place at week +2. During this week, the lead and deputy are joined by inspectors from the partner inspectorates. They follow up any case-related activities identified in the initial fieldwork week and undertake meetings with relevant staff about the partnership arrangements. These include a mix of one-to-one and group meetings. The YOT needs to provide all those taking part in interviews and meetings with information about the venue, date and timings.

5.2 Domain one meetings

Domain one scheduling

Planning the schedule for domain one takes place during the pre-fieldwork phase. The list of core meetings below sets out the standard meetings that inspectors hold during the fieldwork week.

An outline schedule is sent out following the announcement of an inspection, indicating the days and times inspectors are available for meetings. Some meetings are fixed in the schedule, for others the YOT has the flexibility to identify when it is most convenient to hold them.

Depending on the geography of the YOT being inspected, some meetings may be scheduled to take place by telephone or Skype. Depending on the YOT, an individual might need to cover more than one of the tasks outlined in the list of core meetings. In that case, we only need to schedule one meeting with that person. Similarly, if the role identified is covered jointly by two or more people, the YOT can schedule them all to attend.

For group meetings, the optimum number of attendees is between six and ten.

This list below covers the core meetings we routinely wish to cover. Other meetings may be arranged either during the planning meeting or as the fieldwork progresses.

YOT inspection meetings - single agency

Individual meetings

Management Board Chair

YOT manager

Group meetings

YOT management team

Staff

Partnership staff

Board members

Partnership managers

Restorative justice and victim workers

Out-of-court disposal staff

Volunteers

YOT inspection meetings - joint agency

Individual meetings

Information manager

Local authority Chief Executive

Local authority elected member

Probation service link manager

Relevant link managers - probation, police, health, social care, education

Local MAPPA co-ordinator

IOM link

Relevant members of management board - probation, police, health, social care, education

Director of children's services (England)/Director of social services (Wales)

Strategic manager with the local authority for liaison with the YOT

Group meetings

ETE workers

Social care staff - front door, long term, looked after, leaving care

Health workers

Police staff linked to the YOT

Observations

Out-of-court disposal being administered

YOT internal risk planning meeting

Visit custody suite

5.3 Team meetings

Team meetings for the inspection team are held on the Wednesday afternoon and Friday during the fieldwork week on single inspections. During joint inspections, team meetings are held daily. A meeting room may be required for this for up to six staff; no IT access is required in this room.

6. Phase II: Fieldwork

6.1 Domains one to three methodology

Domain one: organisational delivery

In domain one, the lead and deputy lead inspectors focus on leadership, staff, services, information and facilities. During the pre-fieldwork period, the lead assesses the evidence submitted in advance by the YOT, identifying any gaps or areas for clarification in the evidence for standards and key questions. The fieldwork week includes meetings where further evidence can be gathered, and provides an opportunity to triangulate evidence and information.

Domain two: post-court supervision

For domain two, the lead and deputy undertake some case inspection, with most cases completed by assistant inspectors and local assessors. The case inspections take place during the fieldwork week. Section 4 provides more detailed information about the selection process, exclusion criteria and sample sizes.

Inspectors assess work against the agreed standards, and record findings. Case inspections include reading and assessing relevant information available through electronic records and assessment and planning tools. Inspectors need access to the local case management system and any other electronic recording system. YOTs need to provide any additional paper documents relevant to the case inspected.

Inspectors also undertake face-to-face interviews with the case manager that include discussions about assessment, planning, implementation and review. Where the case manager is unavailable, a telephone interview can be arranged or an interview held with a suitable replacement. If this is not possible, the case is undertaken as a file read.

Domain three: out-of-court disposals

Domain three examines the quality of practice in the supervision of children and young people subject to out-of-court disposal supervision, including assessment implementation, planning and joint working. Domain three is inspected using the same methodology as domain two. Section 4 provides more detailed information about the selection process, exclusion criteria and sample sizes.

Joint inspections.

When a YOT is subject to a joint inspection, domains two and three are inspected during the first fieldwork week. More time is allocated to read and record relevant details in cases involving partnership work.

The cases are then reviewed by the relevant partner inspectors at the start of the second fieldwork week, and any activities or further information followed up during that week.

6.2 Domain guidance material

Guidance has been developed that explains how standards and key questions are assessed for each domain by inspection teams. The purpose of the guidance is to provide consistency and a shared understanding of required expectations. The guidance material is separated into the following documents:

- domain one rules and guidance on the standards, key questions and prompts: this outlines some of the evidence to consider and explains how judgements should be formulated
- domain two and domain three case assessment rules and guidance (CARaG): the CARaG for post-court cases provides detailed information about case assessments and is structured in line with the InfoPath tool which we use to record findings
- domain three case assessment rules and guidance (CARaG): for out of court cases, this provides detailed information about case assessments and is structured in line with the Infopath tool use for recording findings.

Copies of the guidance documents can be found on the HMI Probation website.

<https://www.justiceinspectories.gov.uk/hmiprobation/about-our-work/documentation-area/youth-offending-services-inspection/>

6.3 The inspection team for phase II

The inspection team for phase II consists of:

- lead inspector
- deputy lead inspector (for larger YOTs)
- assistant inspectors
- local assessors.

6.4 Inspection sites (including administration/business support)

During the pre-fieldwork phase, the inspection sites are identified and the inspection team allocated to specific offices. The inspectorate is aware that private office space may not be available in all inspection sites for the whole fieldwork phase. The YOT may allocate the team to a desk in an open office with access to private interview rooms, in accordance with the schedule.

The YOT should give an induction to the building, including a health and safety briefing. Inspection staff need access to fobs, and information on opening and closing times.

6.5 IT access to case files

All inspection staff need access to, and a briefing on, the local YOT case management system. The lead inspector will make arrangements for IT access during the planning meetings with the YOT.

Inspectors should be provided with any additional paper documents or access to local folders if relevant information is stored separately.

For YOTs subject to a joint inspection, the partnership inspectorates need access to their relevant case recording systems during the second week of fieldwork.

6.6 Case manager interviews

As part of our assessment of a case, the inspector, assistant inspector or local assessor interviews the case manager for that case. This interview provides an opportunity for the case under inspection to be discussed in more detail, and to gather evidence for domains two and three. Inspectors will give an introduction and overview to the case manager to help them understand the process of the inspection. The inspector will give constructive feedback to the case manager, to encourage reflective discussions. The details of the interview are not discussed with line managers, unless there are serious concerns about the case (prompting an 'alert' to be raised).

Where the case manager is not available, a substitute with a sufficient understanding of the case may attend the interview. If no substitute is available, the case is assessed on the written material alone (as a file read).

6.7 Alert process

An alert highlights practice, or practice omissions, that require immediate remedial action to be taken (usually by the organisation responsible for the case) to reduce or contain an identifiable risk.

Inspection staff will ask themselves:

- What might happen if no action is taken?
- How likely is it to happen?
- When might it happen (that is, how imminent is it)?

If we are concerned that there is danger to life and limb, or that an offence has taken place or is taking place (for example, fraud), the inspector invokes the alert process.

The lead inspector makes sure that the organisation responsible for the case (or third party) takes sufficient action. The alert process includes the actions and considerations below:

- The inspector discusses their concerns with the appropriate person (for example, the case manager/organisation representative) and gathers detailed information. They explain what their concerns are, and outline any immediate actions required, following this up in writing (using the alert form).
- The inspector also notifies the lead or deputy as soon as possible (that is, on the same day), giving them a copy of the fully completed alert form.
- The lead or deputy will outline the concern with the relevant senior manager and follow up the issues until they are satisfied that the appropriate action has been taken. The outcome is recorded on the alert form, which is retained in line with HMI Probation's filing and retention policy.

- Where possible, the necessary remedial action should be undertaken within the inspection period. However, resolution may extend beyond the inspection period, particularly if the YOT does not acknowledge the issue, in which case the YOT will need to provide any additional information/assurance that necessary steps have been taken.
- The lead identifies and notifies the head of inspection of any themes from alerts once remedial action has been completed.
- Any incidents recorded via the alert system may form part of the final report findings or recommendations and be followed up through the improvement plan.

6.8 Meetings

Group meetings should include six to ten people. The breakdown of the group is important. In particular, staff should be of the same grade (or doing the same role), and should not be included in groups with their line managers or senior managers. Certain topics might require consistency in other areas, such as gender, age and ethnicity.

Meetings should last between 45 and 90 minutes. The meeting should take place in a space that is private, not subject to interruptions and with sufficient comfortable seating. The YOT is responsible for identifying the best location for meetings to take place, ensuring there is a good representation.

6.9 Closing the inspection fieldwork

The fieldwork phase on single inspections commences on Monday afternoon and ends on Friday at 1pm. For joint inspections, the second week of fieldwork concludes on Thursday evening.

On the final day of the inspection, the lead inspector will:

- ensure all fobs/security passes have been returned
- outline the process for report writing and submission of the draft report
- discuss the process if there are factual inaccuracies in the draft report
- explain the process for ratings and gradings
- highlight key dates and the next steps for improvement plans and final report publication.

At this point, the lead inspector will not have a full analysis of data, and the findings will not have been discussed at the ratings panel. Therefore, it is not possible to provide feedback on findings at this stage.

7. Phase III: Post-fieldwork

7.1 Ratings explained

Range of possible ratings

There are four possible ratings for an inspected Youth Offending Service. These are:

- Outstanding
- Good
- Requires improvement
- Inadequate

The scores from the individual standards are aggregated to produce the overall rating.

We have given an example in domain one of the characteristics of outstanding and inadequate organisational delivery.

Domain one ratings

Domain one ratings for each inspection are not led by our findings in individual cases considered in domains two and three, although we always check the relationship between domains and the need for further analysis. Instead, the evidence we need for domain one ratings comes from elsewhere - primarily from data, documents and evidence submitted by the YOT, and through interviews with leaders, managers, staff, staff and volunteer surveys, children and young people text survey feedback, and other relevant stakeholders.

Domain one ratings are proposed by the lead inspector using all the relevant sources of evidence. The rating characteristics provide a framework for the lead inspector's recommendation; we do not expect every characteristic to be present for the corresponding rating to be given.

The characteristics are closely aligned to the key questions and prompts in the standards framework.

The characteristics for 'outstanding' assess whether the organisation is:

- innovative and creative
- forward-looking and proactive
- open and transparent
- supportive, empowering and inclusive
- agile and responsive
- collaborative and outward-looking.

The characteristics for 'inadequate' capture whether the organisation is:

- solely reactive
- defensive and blaming

- characterised by division and conflict
- unresponsive
- inward-looking.

Domain two/three ratings

Domains two and three ratings are based on the results of the inspection of individual cases. Ratings are at the standard level, and are based on the consolidated results (at key question level) of all cases inspected in the relevant domain.

For each standard, the rating is aligned to the lowest banding at the key question level, recognising that each key question is an integral part of the standard.

Lowest banding (key question level)	Rating (standard)	
Minority: <49%	Inadequate	
Too few: 50-64%	Requires improvement	
Reasonable majority: 65-79%	Good	
Large majority: 80%+	Outstanding	

For example, implementation and delivery are rated as outstanding when there is a sufficient focus in all three key questions (engagement, desistance and keeping other people safe) across a 'large majority' (80%+) of the cases examined. But if the banding is a 'reasonable majority' (65-79%) for one of the three key questions, then we rate implementation and delivery as good rather than outstanding.

We use case sub-samples for some of the key questions in domains 2 and 3. For example, when judging whether planning focused sufficiently on keeping other people safe, we exclude those cases where the inspector deemed the risk of serious harm to be low. This is because we focus on those cases where we expect meaningful work to take place.

Overall YOT rating

Straightforward scoring rules are used to generate the overall YOT rating. Each of the 12 standards are scored on a 0–3 scale in which 'inadequate' = 0; 'requires improvement' = 1; 'good' = 2; and 'outstanding' = 3. Adding these scores produces a total score ranging from 0–36, which is banded to produce the overall rating, as follows:

- 0–6 = inadequate
- 7–18 = requires improvement
- 19–30 = good
- 31–36 = outstanding.

We do not include any weightings in the scoring rules. The rationale for this is that all parts of the standards framework are strongly linked to effective service delivery and positive outcomes. Our view is that YOTs need to focus across all the standards, and we do not want to distort behaviours through weighting.

7.2 Ratings panel meeting

The ratings panel normally takes place on the Tuesday morning of the week following completion of the fieldwork.

The quorum for the panel is the director of operations (who chairs and records the decision of the panel), the lead inspector and head of youth offending services inspection. The head of standards and head of inspection methodology and assurance attend some ratings panels.

At the end of the fieldwork, verified data from domains two and three, along with indicative ratings, are issued to the lead inspector by the information and data team.

Domain one ratings are proposed by the lead inspector, for each standard, using all the relevant sources of evidence.

The lead inspector summarises the main findings from the inspection and identifies the evidence that supports the ratings to be proposed to the ratings panel.

The lead inspector presents the proposed ratings to the panel in a structured way, and in line with the following principles and processes:

- the panel checks that the proposed ratings for domain one are evidence-based and balanced, and in line with published HMIP rules and guidance
- the panel considers the validity, source and weighting of the evidence for domain one
- exceptionally, the panel considers whether professional discretion should be exercised in relation to any of the domain two or three ratings that yield a percentage close to the rating boundary, for example, between 'requires improvement' and 'good' (specifically, within five percentage points of the boundary or where a different judgement in one case would result in a change in rating). The panel considers the sizes of any sub-samples used and the percentages for the other key questions within that standard. The panel will only revise the domain two or domain three scores at the key question level if they believe that to do otherwise would not be a true reflection of how the inspected organisation is performing
- the panel makes sure that ratings are consistently applied across inspections
- the panel provides a level of protection and challenge for the lead inspector
- the panel focuses only on ratings and key findings and does not quality assure other aspects of the inspection.

Following the ratings panel, the Chair of the panel completes the Ratings Panel Decision document. The administrator emails the YOT with a copy of the agreed ratings and a summary of the ratings panel meeting on the Friday of week +3. Please note: it is not appropriate for HMI Probation to discuss ratings at this juncture.

7.3 Report writing

As the public product from the inspection, it is important that the report is well presented, credible and accessible to the intelligent lay reader. Equally, the report needs to present the information required by the technical audience to drive improvement in practice. We have drawn on the structure and format used by the Care Quality Commission in its inspections of health providers.

The lead inspector is allocated one week to complete the first draft of the report, including presenting their recommended judgements to the ratings panel in the first part of this week. The following processes are carried out to finalise the report:

- initial editing by an external contractor (checking on grammar, house style etc.)
- structure, accuracy and quality check by the head of youth offending services inspection (strategic editing)
- review by Director Operations
- factual accuracy check by the YOT
- statistics checking by data and information team
- inclusion of the agreed foreword
- final proof reading by external contractor
- final review by the lead and head of YOT inspection
- report design by communications team
- report signed off by the head of communications.

The YOT receives a copy of the draft report on Monday morning of week +6 with a deadline to return any comments to the head of YOT inspection and lead inspector in 10 working days. A template is available for use by both the YOT and HMI Probation (see Appendix 5). The head of YOT inspection and lead inspector consider the comments from the YOT and provide a response. If there is a concern about any part of the inspection process, the YOT is referred to the complaints procedure (see Appendix 2).

7.4 Report publication

The communications team arranges for the report to be distributed to relevant recipients. It also prepares the press release and submission to ministers, which are agreed with the lead inspector and head of YOT inspection, before final review by the chief inspector. An embargoed copy of the report is issued to the YOT before formal publication at week +9 in England and week +12 in Wales (to allow for translation). Publication of the report takes place at week + 10 in England and week +13 in Wales.

7.5 Action plans

The YOT should develop an action plan to address the report recommendations (see template in Appendix 7). The YOT can use its local authority action plan if suitable. The lead

inspector considers the action plan, working with the head of YOT inspection. The lead inspector then sends an acknowledgement letter, noting acceptance of the plan or identifying amendments if required.

The action plan is followed up during the next inspection, when progress is reviewed.

Appendices

Appendix 1: Inspection team roles and responsibilities

Lead inspector

Each inspection has a lead inspector. They take ultimate responsibility for ensuring all practical arrangements are in place and that the inspection runs smoothly. Responsibilities include:

- announcing the inspection
- facilitating the planning with the YOT
- analysing the evidence in advance and disseminating this to colleagues
- allocating tasks to the inspection team
- liaising with partnership inspectorates for joint inspections
- working with the administrator to agree logistical arrangements and finalise the schedules for fieldwork
- preparing and presenting evidence, key findings and draft ratings to the ratings panel
- writing the report.

Deputy lead inspector

When there is a deputy lead inspector, they support the lead inspector. They are responsible for all practical arrangements while on site, and maintaining frequent liaison with the YOT and the HMI Probation administrator during the fieldwork.

Responsibilities include:

- providing practical support for assistant inspectors during the fieldwork
- overseeing any logistical issues that occur during the fieldwork phase
- undertaking inspection of cases under domains two and three
- leading and facilitating individual and group meetings
- supporting the lead inspector to collate and record team feedback
- supporting the lead inspector during the post-fieldwork phase to analyse and interpret the data and to prepare for the ratings panel.

A deputy lead inspector attends the inspections of larger YOTs and those inspected early in the inspection programme.

Assistant inspector

Assistant inspectors are primarily involved in the assessment of cases. They are sometimes involved in meetings. Key responsibilities include:

- undertaking assessments of frontline practice

- providing accurate and concise written feedback to lead inspectors on individual cases
- providing feedback to individual case managers about their work
- providing support to local assessors and undertaking a local assessor data quality check
- leading and facilitating groups/meetings of staff and children and young peoples.

Local assessor

Local assessors are allocated to YOT inspections. They are YOT practitioners who have been released from their home organisation for short periods to undertake inspections. They perform the same role as assistant inspectors.

Head of youth offending services inspection

The head of youth offending services inspection maintains an overview of the youth offending services inspection programme but does not operate as a lead inspector. They have specific responsibilities, including:

- managing the youth offending services inspection programme
- focusing on staff development
- quality assuring the work carried out, in conjunction with the head of training and development and the head of inspection methodology and assurance
- liaising with and supporting lead inspectors
- reviewing and evaluating the programme and emerging and cumulative findings
- editing and agreeing the final reports.

The head of youth offending services inspection attends the ratings panel meetings. They may also join telephone planning meetings and/or inspection fieldwork meetings, undertaking other activities in support of lead inspectors.

Director of operations

The director of operations maintains an overview of all inspection findings, working internally and externally to maximise the impact of inspection and to drive improvement across the adult and youth justice sectors. They oversee the quality, supply and use of management information, and the efficiency of inspection and operational support functions. They chair the ratings panel for all inspections.

Additional Roles and Responsibilities

HM Chief Inspector of Probation

The chief inspector has overall responsibility for all HMI Probation activity, but is not normally involved in inspection fieldwork. Their primary role in an inspection is to provide the public face of the inspectorate, and to liaise with ministers and other key stakeholders.

The chief inspector is kept informed of key themes and findings emerging from inspection activity, and reviews all edited reports before they are sent to the YOT for factual accuracy checking.

Director of strategy and research

The director of strategy and research leads HMI Probation's ongoing development, with a particular focus on:

- maximising the impact of inspection on the quality of probation and youth justice services
- driving improvement in the quality of provision
- adapting to changes in the way probation and youth justice services are provided and to changes in the oversight model(s)
- leading and developing standards (and the evidence base for these)
- overseeing the research, communications and corporate services functions in HMI Probation.

Head of standards and policy

The head of standards and policy leads the development, continuous improvement and promotion of standards and best practice for probation service and youth justice provision across the adult and youth justice sectors. They may attend some of the ratings panel meetings, paying particular attention to the need for consistency across inspections. In their wider work, they support the director of strategy and research by building a shared view of quality, driving improvement and maximising the impact of inspection.

Head of inspection methodology and assurance

The head of inspection methodology and assurance leads on the design, review and continuous improvement of inspection methodologies to ensure they are effective, efficient and coherent. They design, develop and implement quality management systems across all aspects of inspection activity. They may attend some of the ratings panel meetings, ensuring consistency of methodological approach across inspections.

Partner Inspectorates

Inspectors from partner inspectorates will contribute towards the joint inspections during week two of the fieldwork. Their roles are outlined below, the activities are not exclusive:

- **Her Majesty Inspectorate of Constabulary and Fire and Rescue service.**
They will be looking at the role of the seconded police officer, the administration of the Out of Court processes, information sharing and other joint working arrangements

- **Care Quality Commission.** They assess arrangements for seconded health staff, both physical and mental health provision, referrals and take up of health provision
- **Learning and skills.** In England there will be fee paid inspectors, facilitated by Ofsted and supervised by HMI Probation. In Wales we are joined by Estyn looking at education and learning and skills provision. In England and Wales, they will be looking at access to children's services information, working arrangements for children known to both services, information sharing arrangements
- **Education and learning skills inspector.** In England there will be fee paid inspectors facilitated by Ofsted and supervised by HMI Probation. They will be looking at provision for the education role in the YOT, the education or training needs of the children and young people known to YOT and information sharing.

Each inspectorate will submit written feedback to the lead inspector with an overview of contextual information, domain one assessment and suggested recommendations. They will be allocated time to complete this work.

Administrator (operations)

Each inspection is allocated an administrator to support the YOT and the inspection team. Responsibilities include:

- issuing inspection documentation
- selecting inspection case samples in accordance with specified criteria
- scheduling inspection fieldwork activities, including meetings and interviews
- providing guidance to the YOT.

Information and data team

The information and data team provides the lead with a background information pack at week -1. This pack contains published data on caseload, performance, crime levels, proven reoffending, first-time entrants, use of custody, numbers of children not in education or employment (NEET), number of looked-after children in the criminal justice system and population characteristics. A selection of this publicly available information is also used to produce the key facts section of the final report.

The role of the information and data team is to:

- manage the functionality of the evidence-gathering tool, InfoPath
- ensure the use of data conforms with the information framework for HMI Probation
- provide background data and other relevant evidence
- complete inspection data analysis
- provide survey feedback.

Communications team

The communications team is responsible for the design and distribution of the report on specific publication dates. In particular, the team is responsible for:

- contact with the media – with a press and media relations officer based in London

- preparing the press notice and ministerial submission linked to the report
- social media
- publishing and maintaining the website
- stakeholder engagement.

Appendix 2: HMI Probation complaints procedure

We aim to carry out our work to the highest professional standard, to deliver an efficient and effective public service that represents best value for money, and to make sure that our inspection processes are transparent and fair. We are committed to continual improvement. This includes handling complaints carefully in an open and courteous way by investigating the matters raised thoroughly and replying as quickly as possible.

Our work is underpinned by our values (see page 4).

These principles are applied in inspections through the following practices:

- feedback on initial findings after the ratings panel
- sending the draft report to the inspected organisation for comment on factual accuracy before finalisation.

These procedures allow any issues to be dealt with informally and at the earliest opportunity during the inspection process. There may, however, still be occasions when an organisation or individual wishes to contest the process of the inspection or to register concern about the conduct of inspection staff.

If you wish to make a complaint about HMI Probation

You may wish to make a complaint if you consider that:

- the inspection process has not been properly carried out
- a judgement made in the report on a major point of substance is clearly unwarranted
- the approach used by HMI Probation staff is considered or perceived as unfair or discriminatory
- the conduct of a member of HMI Probation staff or of an inspection team led by HMI Probation is cause for complaint.

The process

Complaints should be set out in writing to Her Majesty's Chief Inspector of Probation, with any supporting evidence attached.

We acknowledge receipt of the complaint within five working days.

A senior member of HMI Probation staff who has no direct connection with the matter considers the complaint.

If the complaint is about a member of HMI Probation staff, they are informed of the matter and given the opportunity to comment in writing, and/or to meet the person investigating the complaint within 10 working days of receipt of the complaint.

The person investigating the complaint produces a note of their findings and any recommended actions required, and submits this to the chief inspector within one calendar month of receipt of the complaint. A copy is normally given to the subject of the complaint (where relevant).

The chief inspector considers the findings and replies to the complainant in writing within 20 working days of the conclusion of the HMI Probation investigation.

Where the matter is too complex to be dealt with in this timescale, or it requires further investigation, the complainant and the subject of complaint are informed and given a date by which they will receive a full response.

The final decision on how complaints are dealt with rests with the chief inspector, and there is no formal appeal process against this decision. It is, of course, open for complainants who are unhappy with the result of their complaint to raise the matter with ministers or local Members of Parliament.

Accountability

The inspectorate seeks feedback from staff and managers of inspected organisations on our style, conduct and approach. Responses are regularly reviewed and used to improve the inspection process, and a summary of results is published in our annual report, where we also publish an account of any complaints and their outcome.

Please address all correspondence to:

HM Inspectorate of Probation
1st Floor, Manchester Civil Justice Centre,
1 Bridge Street West,
Manchester, M3 3FX

0161 240 5336

Email: hmip.enquiries@hmiprobation.gov.uk

Making a complaint about the services we inspect

HMI Probation cannot deal with individual cases or with complaints about the Youth Offending Service.

A complaint about a Youth Offending Service should be addressed to the manager of the Youth Offending Service concerned.

You can view our full complaints procedure on our website:

<https://www.justiceinspectorates.gov.uk/hmiprobation/about-hmi-probation/complaints/>

Appendix 3: Glossary

ASB/CBO	Antisocial behaviour/criminal behaviour order. A civil order to manage anti-social behaviour
Asset	A structured assessment tool based on research and developed by the Youth Justice Board looking at the child or young person's offence, personal circumstances, attitudes and beliefs which have contributed to their offending behaviour
Asset-plus	Replaced Asset in 2016 as the standard youth justice assessment tool
CAMHS	Child and Adolescent Mental Health Services: part of the National Health Service, providing specialist mental health and behavioural services to children and young people up to at least 16 years of age
CARag	Case assessment rules and guidance
Case manager	The practitioner who holds lead responsibility for managing the case of a young person under YOT supervision
CIW	Care Inspectorate Wales
CJS	Criminal justice system. Includes any or all of the agencies involved in upholding and implementing the law – police, courts, youth offending teams, probation and prisons
CQC	Care Quality Commission
CRC	Community rehabilitation company: 21 such companies were set up in June 2014 to manage most offenders who present a medium or low risk of harm
CSPPi	Community safeguarding and public protection incidents. Notifications and reviews when a child or young person has committed a serious offence while subject to YOT supervision, or has been a victim of a serious incident
Desistance	The cessation of offending or antisocial behaviour
DTO	Detention and training order: a custodial sentence for young people
Estyn	HM Inspectorate for Education and Training in Wales
ETE	Education, training and employment: work to improve an individual's learning, and to increase their employment prospects
First-time entrant	Young people who have offended for the first time and received a formal outcome, either a caution or a sentence of the court
HIW	Health Inspectorate Wales
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
HMI Probation	Her Majesty's Inspectorate of Probation

Interventions; constructive and restrictive interventions	<p>Work with an individual that is designed to change their offending behaviour and/or to support public protection.</p> <p>A constructive intervention is where the primary purpose is to reduce the likelihood of reoffending.</p> <p>A restrictive intervention is where the primary purpose is to keep to a minimum the individual's risk of harm to others.</p> <p>For example: with a sex offender, a constructive intervention might be to put them through an accredited sex offender programme; a restrictive intervention (to minimise their risk of harm) might be to monitor regularly and meticulously their accommodation, employment and the places they frequent, imposing and enforcing clear restrictions as appropriate to each case.</p> <p>NB. Both types of intervention are important</p>
Intervention plan	The programme of work drawn up by the case manager in collaboration with the young person under supervision outlining what will be done while subject to supervision
IOM	Integrated Offender Management
ISS	Intensive surveillance and supervision: this intervention is attached to the start of some orders and licences and provides initially at least 25-hours programme contact, including a substantial proportion of employment, training and education
Likelihood of reoffending	See also constructive interventions
LSCB	Local safeguarding children board: set up in each local authority (as a result of the Children Act 2004) to coordinate and ensure the effectiveness of the multiagency work to safeguard and promote the welfare of children in that locality
MAPPA	Multi-agency public protection arrangements: where probation, police, prison and other agencies work together locally to manage offenders who pose a higher risk of harm to others
NPS	National Probation Service: a single national service that came into being in June 2014. Its role is to deliver services to courts and to manage specific groups of offenders, including those presenting a high risk of harm
National Standards for youth justice	Issued by the Youth Justice Board, outlining the minimum levels of timescales and contact levels for key tasks in the youth justice system
Ofsted	Office for Standards in Education, Children's Services and Skills: the inspectorate for those services in England (for Wales, see Estyn)
Out-of-court disposal	The resolution of a normally low-level offence, where it is not in the public interest to prosecute, through a community resolution or similar, youth caution or youth conditional caution
PSR	Pre-sentence report: for a court

Referral order	An order by the court for young people who plead guilty to the offence. They are referred to a community meeting managed by volunteers who draw up a contract to make amends and reduce the risk of further offending
RMP	Risk management plan: a plan to minimise the individual's risk of harm
Risk of harm to others	See also restrictive interventions
'Risk of harm to others work', or 'Risk of harm work'	This is the term generally used by HMI Probation to describe work to protect the public, primarily using restrictive interventions, to keep to a minimum the individual's opportunity to behave in a way that is a risk of harm to others
RoSH	Risk of serious harm: a term used in Asset-plus to assess the risk and probability of an action with a serious consequence taking place. Risk of serious harm is assessed as low, medium, high or very high
Safeguarding	The ability to demonstrate that all reasonable action has been taken to keep to a minimum the risk of a child or young person coming to harm
Safety and wellbeing	The term used in Asset-plus which replaced vulnerability in the previous Asset; cases are assessed for their level of safety and wellbeing with the same categorisations used as risk of serious harm, that is low, medium, high or very high
Scaled approach	The means by which YOTs determine the frequency of contact with a child or young person, based on their RoSH and likelihood of reoffending
SIFA	Screening interview for adolescents: YJB-approved mental health screening tool for specialist workers
SQIFA	Screening questionnaire interview for adolescents: YJB-approved mental health screening tool for YOT workers
YJB	Youth Justice Board for England and Wales
YOI	Young offenders institution: a Prison Service institution for children and young people remanded in custody or sentenced to custody
YOIS+	Youth offending information system: one of the two electronic case management systems for youth offending work currently in use in England and Wales
YOS/YOT/YJS	Youth offending service/youth offending team/youth justice service; these are common titles for the bodies commonly referred to as YOTs
YRO	The youth rehabilitation order is a generic community sentence used with children and young people who offend

Appendix 4: Template for response to factual accuracy check

INSPECTION OF xxxxxxxxx

<i><u>Page/Para No.</u></i>	<i><u>Factual accuracy identified by YOT</u></i>	<i><u>HMIP response</u></i>

Proposed week of publication (to be completed by HMIP): w/c xx/xx/xx

Appendix 5: Template for action plan

INTRODUCTION

HM Inspectorate of Probation (HMIP) is an independent inspectorate which reports on the effectiveness of work with adults and children and young people who have offended. We report findings on the quality of services provided across England and Wales to Ministry of Justice (MOJ) and the Youth Justice Board (YJB). In response to the report, the YOT are required to draft a robust and timely action plan to address the recommendations. The plan confirms whether recommendations are agreed, partly agreed or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plan should provide specific steps and actions to address these. Actions within the plan must be clear, measurable, achievable and relevant, with the owner and timescale of each step clearly identified. Action plans are sent to HMIP. It is possible that these will be published at some future point. Progress against the implementation and delivery of the action plans will also be monitored and reported on at the next inspection.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measureable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There must be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There must be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.

ACTION PLAN: HMIP REPORT

Name of YOT:

1. Rec No	2. Recommendation	3. Agreed/Partly Agreed/Not Agreed	4. Response Action Taken/Planned	5. Responsible / Policy Lead	6. Target Date