



Her Majesty's
Inspectorate of
Probation

An inspection of youth offending services in

Brent

HM Inspectorate of Probation

DECEMBER 2019

This inspection was led by HM Inspector Yvonne McGuckian, supported by a team of inspectors, as well as staff from our operations and research teams. The Head of Youth Offending Team Inspections, responsible for this inspection programme, is Alan MacDonald. We would like to thank all those who helped plan and took part in the inspection; without their help and cooperation, the inspection would not have been possible.

Please note that throughout the report the names in the practice examples have been changed to protect the individual's identity.

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Foreword

As part of our routine inspections of youth offending services, we have inspected and rated Brent Youth Offending Service (YOS) across three broad areas: the arrangements for organisational delivery, and the quality of court disposals work and out-of-court disposals work.

We have given Brent YOS an overall rating of 'Good'. There were many areas of work that were good, and that demonstrated a well-developed understanding of the needs of the children and young people.

Brent YOS and its partnership recognise the challenges presented by high levels of serious youth violence, county lines and knife crime within the borough. Service managers have produced a risk profile that highlights the work needed to manage and reduce the significant proportion of children who pose a high risk of serious harm – just over 50 per cent of the YOS caseload, one of the highest proportions of any YOS we have inspected. This has an impact on many areas of practice, so it was good to find that the YOS board has supported the service to retain provision, to provide a wide range of interventions and to work collaboratively with partners to respond to these issues. An example is the early help panel, where social workers and YOS case managers can request specific funding to meet the highly complex needs of some children.

The strongest area of work was support for children to stop committing offences. This involved a range of partnership services, including children's social care, the police and specialist workers, who shared an ethos of improving the life chances of children and young people.

Strategic leaders have worked hard to improve joint working, and this has resulted in a workforce who understand each other's roles, share information appropriately and actively seek opportunities to work together to help children and their families.

We did, however, have some concerns about how Brent's out-of-court disposals scheme works. There are two issues, in particular. Firstly, the decision-making process is unintentionally drawing a small number of children into the criminal justice system when they have substantial welfare issues, which could and should be met outside of this system. Secondly, there is insufficient capacity to administer and deal with community resolutions, known as triage. We recommend that the board deals with both issues.

Brent YOS is a good, well-led service with a stable, committed workforce, intent on improving outcomes for a vulnerable and high-risk group of children and young people. By following the recommendations set out in this report, I believe they can become even stronger.



Justin Russell
Chief Inspector of Probation

Overall findings

Overall, Brent YOS is rated as: Good. This rating has been determined by inspecting the YOS in three domains of its work. The findings in those domains are described below.



Organisational delivery

Our key findings about organisational delivery are as follows:

- Leadership and management are clear and accessible, focus on service improvement and work to a proven evidence base. There is good use of data and information to analyse crime trends and design service delivery
- The YOS invests in resources to support the family and prevent siblings from becoming involved in crime
- There is effective joint working across the partnership at strategic, operational and frontline practice levels
- Children benefit from a skilled, well-trained and stable workforce. Staff safety is given prominence, including the use of technology to keep staff safe
- The views of children and young people are actively sought, and used to inform senior leaders about their experiences of services.

But:

- There are risks with the out-of-court disposal cases, both in terms of capacity and processes. The board is not given information on the potential for unnecessary criminalisation of children
- The number of children not in post-16 education or employment is too high and needs to be reduced. There are plans to provide services to these children in the future, but these services are not yet in place
- The venues where children can be seen are limited, and links to community support are underdeveloped.



Court disposals

We looked in detail at 29 cases managed by Brent YOS that had received a court disposal six to nine months before we visited in August 2019. Our key findings about these cases were as follows:

- Assessments to identify children's desistance and safety and wellbeing needs are routinely completed to a good standard, including additional assessments of safety related to serious youth violence
- Planning to promote desistance and keep children safe is very good, and proportionate to assessed need. It sets out the interventions and actions that

would best help the child or young person. Planning to manage risk is also good

- Interventions and services designed to promote desistance are delivered well. Children can access a wide range of interventions and services that help them to understand why they have offended, and the impact on other people. Work with children who are on court orders to support desistance is the strongest area, followed by work to promote safety and wellbeing and then work to reduce and manage risk of harm
- Reviewing is an active and helpful process, undertaken by case managers, team leaders and partner agencies.

But:

- Assessments of risk of harm to others are not as strong
- Planning does not always focus on the expressed needs of victims or provide clear contingency arrangements
- Reviews of safety and wellbeing sometimes do not reflect changes to the child's circumstances.



Out-of-court disposals

We undertook detailed reviews of 20 cases managed by Brent YOS which had received an out-of-court disposal at least three to six months before we visited in August 2019. Our key findings about these cases were as follows:

- Overall, the quality of assessments in out-of-court disposal cases is good
- Planning is good overall.

But:

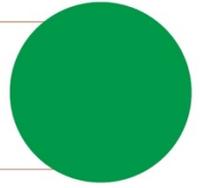
- There is potential for some children and young people to be unnecessarily criminalised when they have high levels of welfare and safety issues. A smaller number of youth cautions is being used, and this may be a contributory factor, limiting the range of options open to the decision-making panel
- There is a marked difference in quality between assessments for children on youth conditional cautions and those for children subject to community resolutions, known in Brent as 'triage cases'
- There are differences between the planning for youth conditional cautions and for triage cases. Work is needed in both types of case to improve the assessment and planning of safety and wellbeing
- The implementation and delivery of services has been rated as 'Requires improvement', owing to the inconsistent use and delivery of interventions to promote desistance and to address risk of harm. No interventions were delivered to reduce or manage risk of harm in any of the triage cases we assessed.

Service: Brent Youth Offending Service

Fieldwork started: August 2019

Overall rating

Good



1. Organisational delivery

1.1	Governance and leadership	Good	
1.2	Staff	Good	
1.3	Partnerships and services	Requires improvement	
1.4	Information and facilities	Requires improvement	

2. Court disposals

2.1	Assessment	Good	
2.2	Planning	Good	
2.3	Implementation and delivery	Good	
2.4	Reviewing	Good	

3. Out-of-court disposals

3.1	Assessment	Good	
3.2	Planning	Good	
3.3	Implementation and delivery	Requires improvement	
3.4	Joint Working	Good	

Recommendations

As a result of our inspection findings, we have made four recommendations that we believe, if implemented, will have a positive impact on the quality of youth offending services in Brent. This will improve the lives of the children in contact with youth offending services, and better protect the public.

The Brent Youth Offending Service should:

1. review and monitor decision-making in out-of-court disposals, to ensure that there is no unnecessary criminalisation of children with high levels of welfare needs
2. review the resources available to assess, plan and then meet the needs of children and young people who receive a community resolution
3. provide services to children and young people who are not in education, training and employment
4. provide suitable and sufficient places for children and young people to be seen and supervised.

Introduction

Youth offending teams (YOTs) supervise 10–18-year-olds who have been sentenced by a court, or who have come to the attention of the police because of their offending behaviour but have not been charged – instead, they were dealt with out of court. HMI Probation inspects both of these aspects of youth offending services.

YOTs are statutory partnerships, and they are multidisciplinary, to deal with the needs of the whole child. They are required to have staff from local authority social care and education, the police, the National Probation Service and local health services.¹ Most YOTs are based within local authorities, although this can vary.

YOT work is governed and shaped by a range of legislation and guidance specific to the youth justice sector (such as the National Standards for Youth Justice) or else applicable across the criminal justice sector (for example, Multi-Agency Public Protection Arrangements (MAPPA) guidance). The Youth Justice Board for England and Wales (YJB) provides some funding to YOTs. It also monitors their performance and issues guidance to them about how things are to be done.

Brent is the seventh largest London borough by population, and children make up a quarter of the population. It is a diverse borough, where over 145 languages are spoken. Brent YOS is in the Children and Young People's department and is managed by the Head of Early Help. Children's services are rated as 'Good', with outstanding features, and 95 per cent of schools are judged as 'Good' or 'Outstanding'. The local authority has a clear ambition of "Building a safer Brent for all young people".

The placement of the YOS in Early Help promotes a focus on early intervention, reflecting the widespread recognition that it is better to identify and deal with problems early rather than respond when difficulties have become acute and demand action by statutory or more intensive services.

Serious youth violence, gangs and knife crime are prominent issues in Brent. Strategic governance is delivered by the Safer Brent Partnership, and operational leadership and management through the leadership of the Children and Young People's department and Early Help service. This arrangement effectively links criminal justice responsibilities with safety and wellbeing considerations.

The YOS partnership approach demonstrated strong leadership, high ambitions and aspirations for children, a focus on practice outcomes, and evolving systems to improve the work of the service.

The role of HM Inspectorate of Probation

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We provide assurance on the effectiveness of work with adults and children who have offended, to implement orders of the court, reduce reoffending, protect the public and safeguard the vulnerable. We inspect these services and publish inspection reports. We highlight good and poor practice, and use our data and information to encourage high-quality services. We are independent of government, and speak independently.

¹ The *Crime and Disorder Act 1998* set out the arrangements for local YOTs and partnership working.

HM Inspectorate of Probation standards

The standards against which we inspect are based on established models and frameworks, which are grounded in evidence, learning and experience. These standards are designed to drive improvements in the quality of work with people who have offended.²

² HM Inspectorate's standards are available here:
<https://www.justiceinspectrates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

Contextual facts

First-time entrant
(rate per 100,000)

285

Brent YOS ³

236

England and
Wales

Reoffending rates

50.4%

Brent YOS ⁴

40.1%

England and
Wales

Caseload information ⁵

Age (years)

	10-14	15-17
Brent	20%	80%
National average	24%	76%

Race/ethnicity

	White	Black and minority ethnic	Unknown
Brent	21%	76%	3%
National average	71%	26%	4%

Gender

	Male	Female
Brent	89%	11%
National average	84%	16%



Population information ⁶

330,795	Total population of Brent
30,864	Total youth population of Brent
22,754	Total black and minority ethnic youth population of Brent ⁷



³ Youth Justice Board. (2019). *First-time entrants, January to December 2018*.

⁴ Ministry of Justice. (2019). *Proven reoffending statistics, July 2016 to June 2017*.

⁵ Youth Justice Board. (2019). *Youth justice annual statistics: 2017-2018*.

⁶ Office for National Statistics. (2019). *UK population estimates mid-2018*.

⁷ Office for National Statistics. (2012). *Census 2011*.

1. Organisational delivery



Organisations that are well led and well managed are more likely to achieve their aims. We inspect against four standards.

1.1 Governance and leadership	Good
The governance and leadership of the YOT supports and promotes the delivery of a high-quality, personalised and responsive service for all children and young people.	

The governance and leadership of the YOS is focused on improving outcomes for children and young people. This has included the development of a stable and skilled staff group, reflective practice sessions for staff, case discussions, and consultation with social workers, police and other specialist workers. For these reasons, this standard has been rated as 'Good'.

The Board has established key principles of YOS practice, focused on the trauma response model (Signs of Safety), family engagement, a partnership approach and the delivery of appropriate interventions. This includes services to strengthen parenting roles and services to siblings, to prevent them from entering the criminal justice system. These arrangements are underpinned by the well-established Brent Practice Framework.

The Management Board uses a range of data to understand performance. These include key performance indicators and examination of case studies. Detailed analytical information provided by the Safer Brent Partnership enables the Board to understand trends, including early indications of a decrease in knife crime.

In the last two years, the Board Chair and Head of Service have updated the induction process for Board members and refreshed the Board membership. Attendance at the Board has been variable. A representative from the police has been present at all Board meetings, but a different person has attended each of the last five. It is positive to see that recent additions to the board include a Community Rehabilitation Company representative. The Head of the Pupil Referral Unit is a Board member, but there is no representative from other education, training and employment (ETE) services.

On the whole, Board members know how their service contributes to the work of the YOS and can judge if their service's contribution is effective. The Board Chair has a good understanding of YOS work. His role, as operational director of integration and improved outcomes, has contributed to effective joint work and service integration.

The current youth justice plan sets out objectives for the service, but generally these are not stretching or innovative.

The partnership approach to out-of-court disposals is not fully effective. The ratings in domain three mask variable quality of work in this area. Notably, we found a small number of cases where children have been unnecessarily criminalised. Suboptimal processes and capacity issues are resulting in decisions being made based on partial information, and these do not reflect the child's full welfare needs.

Board members advocate the work of the YOS in their broader roles, an example being the Resettlement and Aftercare panel. This focuses on the provision of services

for children being released from custody, by social care, the YOS, and health and housing providers. Resettlement is rightly seen as a joint responsibility, rather than solely the responsibility of the YOS.

Initially commissioned by the YOS, training in trauma and contextual safeguarding is currently being delivered to social workers and the accelerated support team.

Joint work between the YOS, the Family Solutions Service and the accelerated support team provides complementary and integrated work to support families, based on clear roles and responsibilities.

The provision of staffing from partners is good, with seconded police officers, probation officers and health workers all in post. Prospects, a commissioned ETE service, takes referrals from the YOS but is not a core service. Links with community organisations that could further support children, especially when their orders have finished, are underdeveloped.

The Head of Service is a good advocate for the YOS, and sets clear priorities. The YOS's vision is translated into practice through the operational leads. The leadership team has developed a culture of openness, where ideas are shared, challenge is constructive and issues can be resolved quickly. This includes times when there is disagreement between partners on actions that should be prioritised.

Partnership work at the operational level is effective, especially between the YOS and children's social care. Information sharing is good.

The Board understands some of the risks to service delivery, and has a plan to mitigate these. It was unaware, however, of the issues with the out-of-court disposal process highlighted by this inspection.

1.2 Staff	Good
Staff within the YOT are empowered to deliver a high-quality, personalised and responsive service for all children and young people.	

This standard has been rated as 'Good' because considerable work has been undertaken over the last three years to establish a stable and consistent staff team. The service no longer relies on high levels of agency staff, and support and training for staff are effective. Staff understand their roles and responsibilities, and tailor their approach to meet the individual needs of children.

Staffing levels are under continual review, but there was a different view between the staff team and managers about whether workloads were manageable or not. Overall, staff have an average caseload of 12, but this can be higher.

Staff felt that some aspects of case management are not fully understood by managers, including the impact of having to undertake a number of administrative tasks, and of the time spent travelling, as considerable amounts of work are done via home visits. While staff found many aspects of management to be supportive, more can be done to review case management and administrative processes. Currently, staff undertake a range of administrative tasks that are often carried out by support staff in comparable YOTs. Caseloads (rather than work involved in these cases) are actively monitored by the Board.

Processes and systems used in the out-of-court disposal scheme need to be reviewed, to allow for effective screening and assessment to take place. This is particularly evident in the triage arrangements.

Staff are skilled and knowledgeable about the issues facing the children and young people they supervise. Results from our detailed review of 49 court and out-of-court cases demonstrate effective work to assess, plan and review the needs of children, in order for them to desist from offending and stay safe.

The workforce is diverse, and representative of the local area and the profile of the young people. Several staff live in Brent and are passionate about providing services to children and young people in the borough.

Case allocation is based on a wide range of factors, including case complexity. Allocations are carefully considered by managers at twice-weekly allocation panels. As a result, cases are allocated to staff who are appropriately qualified and experienced.

All staff are motivated, and keen to learn and develop their understanding and practice. The Board has considered case studies of children on court orders. Undertaking a regular audit of out-of-court disposal cases would allow the Board to review decision-making processes.

All staff said that they value the support and supervision that they receive. The service has developed several opportunities for staff supervision, both formal and informal, and in individual and group settings. There is an up-to-date induction programme, and caseloads are lower for new staff, to enable them to learn and apply skills to practice. Where cases are complex, team managers co-work them, to offer oversight and support to staff; this includes MAPPA cases.

We identified that management oversight is more effective in court cases than in out-of-court disposals. This is for both youth conditional cautions (YCCs) and triage cases, which are managed separately. We assessed management oversight as effective in 72 per cent of court cases, 67 per cent of YCC/youth caution cases and only 38 per cent of triage cases.

Effective and exceptional work was recognised by operational managers. Staff appreciate the recognition of their peers and managers.

Staff and managers can access a wide range of training and development opportunities. Training is coordinated across the partnership, to give a shared understanding and approach. The use of Signs of Safety (a strengths-based approach to child protection casework) provides a common framework and language that supports joint working. Staff access training organised by the Local Safeguarding Children Board and can request additional training as needed.

All staff are committed to further learning. Team leaders co-work some cases, and staff felt that this helps them learn. Staff stated that the co-location of managers is positive, making them more accessible.

Staff told us that they are frequently consulted about their training needs, and welcome the routine awareness-raising and briefings provided by partnership staff. We found that staff have a wide range of knowledge, which, in part, might be attributed to these briefings.

1.3 Partnerships and services	Requires improvement
A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children and young people.	

Partnership arrangements are well developed, but we have rated these as 'Requiring improvement' because they do not always provide the full range of support required to give children and young people the best chance of leading crime-free lives.

Extensive profiling has been undertaken to understand the impact of poverty and deprivation, crime trends and patterns within the distinct locality areas. Trends in knife crime, county lines and serious youth violence are tracked, and the information is used to target provision.

The importance of ETE to support desistance is widely understood across the partnership. This has led to joint work with schools, to try to reduce exclusions. The Strategic Director, Children and Young People is notified of most potential exclusions and has provided support to keep children in school. The proportion of YOS children over statutory school age who are not in ETE is 37 per cent, however, compared with 2.4 per cent in the general Brent population. Too few children can access ETE opportunities.

Issues of disproportionality are known and monitored. These are reported to the Board. Brent will be the second London borough to have the Turning Point project, aimed at reducing the impact of 'no comment' interviews when children are being questioned by the police.

Interventions and services are available to meet the desistance needs of children and young people. These include the use of restorative justice, one-to-one and group interventions, and support from a range of partners. The Child and Adolescent Mental Health Services (CAMHS) worker post has been vacant for around six months. Recruitment has taken place, and a new worker appointed. In the interim, the liaison and diversion nurse has provided services to children.

There are ten seconded and specialist staff in the YOS, including one gangs worker, a probation officer, and substance misuse and health service workers.

Support is provided to children by Air Network, a commissioned service. This sport-based mentoring programme is available during evenings and weekends, and provides important support at a time when statutory services are not available. Staff value this service.

Children can quickly access a wide range of universal, targeted and specialist services located within the YOS. Other services are available through a resource panel. A wide range of interventions is available, most as group programmes. Owing to gang and safety issues, many children are not able to attend the main YOS office or mix with certain groups. Staff are flexible in their approach and deliver many interventions on a one-to-one basis in the child's home.

A safety map was produced for most children. This identified places and areas where the child felt safe. Children are only seen in places where they feel safe. Referrals and access to services are monitored and reviewed.

When cases are jointly worked with children’s social care and other partners, roles and responsibilities are clearly defined. There are two family support workers, to support the families and siblings of children who are subject to out-of-court disposals.

Partnership services are monitored and checked. There are effective escalation and resolution processes.

Transfers to probation services are planned well in advance of transition, and the probation officer provides support to staff, to prepare young people for this. The council has a Violence and Vulnerability Programme, which incorporates an integrated offender management scheme. The YOS is a core member of this programme.

The Vulnerable Adolescent Panel is a multi-agency strategic panel, led by the Board Chair, and has resulted in coordinated services being provided for those most in need. It also gives the Chair insight into direct work by the YOS. We found that staff can draw on a greater range of resources through this panel than we would normally find in other services.

There are effective relationships with courts, which have confidence in the report proposals of the YOS and are kept informed of the services available.

1.4 Information and facilities	Requires improvement
Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all children and young people.	

Although careful consideration has been given to the safety of staff, children and young people, the facilities to see and supervise children and young people are limited. This has unintended consequences for the extra time needed by staff, and in finding places where children feel safe to travel to meet their YOS worker. For these reasons, we have rated this standard as ‘Requires improvement’.

There is a full range of policies and procedures in place. These are routinely updated, and changes are shared with staff. Where practice and procedures are aligned across the partnership, this gives a common understanding of pathways to assist children and methods of working.

Most staff stated that being co-located with other services helps with information sharing and joint work. We found that a strong culture of joint working was modelled by senior leaders. Joint work has become an expected norm. The YOS has one main base, the Civic Centre. Although the centre is well located and accessible, there are a limited number of rooms available to meet and undertake work with children, and these are not dedicated to YOS work.

Extensive safety-mapping is undertaken to identify where it is safe to see children and young people. A large number of children are seen off-site, usually in the child’s home. This can present difficulties, as children may not always be able to speak freely to YOS staff there, and these interviews can be disruptive to family life.

There are plans for the YOS to use eight planned family hubs, due to be built in the community. These plans are in the early stages of development, so it is not possible to say if these venues will be suitable. Some children are seen at police stations and

at the probation office. In some, but not all, situations this is appropriate. Further consideration needs to be given to the range and suitability of service delivery sites.

Staff stated that they feel safe and that their welfare is considered. All staff have Sky Guard, a communication aid designed to alert a control centre to any safety concerns, and managers monitor the use of this.

All staff have laptop computers that are reliable and enable remote working. YOS staff have read-only access to the children's social care system, and co-located partnership staff have access to the YOS system and are able to record on it. The case management system is effective and allows a sufficient range of performance information and activity to be drawn from it.

There is a range of measures to identify the quality of work and the impact on key performance indicators. The Board changed reporting arrangements so that it now has a performance dashboard, which can be adapted as needed. Case audits and case studies are presented to the Board. There is effective use of the YOS data quality officer and the community safety partnership analyst. Data is used to drive improvement at operational and strategic levels.

There is evidence of a positive response to inspections, including the last HMI Probation inspection, in May 2014. Learning is disseminated across the partnership.

The critical learning review process is well established and provides feedback to staff across the partnership. Seven of these reviews were prepared in Brent YOS between February 2017 and March 2019.

The views of children and young people are routinely sought on a range of issues, and considered by case managers. The Strategic Director, Children and Young People makes weekly visits to children's facilities, to see practice and obtain the views of children. This includes children who are known to the YOS.

Summary

Strengths:

- Leadership and management are clear, focused on service improvement and use a proven evidence base.
- Data and information are used effectively to analyse crime trends and design service delivery.
- The YOS invests in resources to support the family and prevent siblings from becoming involved in crime.
- There is effective joint working across the partnership at strategic, operational and frontline practice levels.
- Children benefit from a skilled, well-trained and stable workforce. Staff safety is given prominence, including the use of technology to keep them safe.
- The views of children and young people are actively sought, and used to inform senior leaders about their experiences of services.

Areas for improvement:

- Decision-making by the out-of-court disposal panels should be monitored more closely, to ensure that children are not unnecessarily criminalised.

- The capacity for assessment, planning and delivery of interventions for children on triage is too limited.
- The number of children not in post-16 education or employment is too high, and needs to be reduced.
- There are limited places where children can be seen, and links to community support are underdeveloped.



2. Court disposals

Work with children and young people sentenced by the courts will be more effective if it is well targeted, planned and implemented. In this inspection, we looked at a sample of 29 cases sentenced by the courts six to nine months before we visited in August 2019. In each of these cases, we inspect against four standards linked to the quality of assessment, planning, implementation and case review.

2.1 Assessment	Good
Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	

Most assessments were of a high quality. Assessments routinely identified the desistance, and safety and wellbeing needs of children, including additional assessments of safety related to serious youth violence; however, assessment of risk of harm to others was not as strong. Overall, we rated this standard as 'Good'.

Assessments provided a clear understanding of the child or young person and their desistance needs. Routine checks highlighted any safety and wellbeing concerns quickly. The assessment of risk that the child might pose to other people was not always as full as it needed to be. Case managers' understanding of this potential risk when we interviewed them was often better than suggested by the recorded assessment on the case system. Assessments clearly considered children's attitude to their offending, motivation and capacity to change, their maturity and any strengths and protective factors that were in place.

Assessments were undertaken quickly and used a wide range of information sources. In almost every case, the views of parents/carers and the child were sought and then used to inform the assessment. Staff had used the assessment tools effectively, to give a rounded and holistic view of the child and their circumstances. This included the impact of trauma, which many children and young people had experienced.

In one typical case we noted:

"The pre-sentence report and AssetPlus assessment combined provide a good-quality assessment that gives a clear picture of the young person's lived experiences, how he came to be involved in the criminal justice system for the first time and how best to support his desistance".

Given the diverse population in Brent, it was surprising to find that, despite recording the ethnicity of the child, assessments did not explore the effect of cultural and ethnic background and heritage, including experiences of discrimination or trauma resulting from their experiences.

In one case we noted that:

"There are complex diversity needs related to this case and there are gaps in information relating to these, in terms of the young person's heritage/cultural needs.

The child is of Moroccan origin but has spent most of his childhood in France. His first language is French and, although it is recorded that he can speak fluent English, there is conflicting information as to whether he may need the use of an interpreter service. He was not offered such a service”.

Risks to the child’s safety and wellbeing are assessed effectively, including correct classifications of concerns. Over half of the children in our sample were classified as having high levels of safety and welfare concerns. Case managers had used the information available from other agencies to understand where these risks emanated from.

Information gathered from the child, parents, and education, health and children’s social care providers was used to help case managers understand how past events had affected the child and their decision-making. It was clear that recent training in childhood trauma was being used to inform assessments.

In addition to using the AssetPlus assessment tool, caseworkers worked with all children to draw up a safety map. Children could identify locations within the borough where they felt safe to travel through or stay in. This helped staff to consider where sessions children and young people could take place. When needed, this information was shared with partnership workers, to promote the safety of the child and staff.

An assessment of any harm that had been, or could be, caused by the child or young person was undertaken in all cases, but the quality of these was variable. Of the 29 cases we assessed, all but one had issues of risk of harm to others, and a large proportion of these risks were serious. We found that there was an accurate assessment outlining all risks in 18 of the 29 cases. Some assessments were insufficient because of delays in this work being carried out and a too-narrow focus on the current offence.

In a third of cases, there was insufficient assessment of the controls and interventions that could help to manage and reduce risks.

Overall, we found that caseworkers effectively analysed how to keep other people safe in 66 per cent of cases. This was the lowest-scoring aspect of assessments.

Risks included issues with serious youth violence, county lines and knife crime. The YOS management team had analysed risk profiles, which had indicated large proportions of children and young people classified as posing a high or very high risk of serious harm. This has serious consequences for case management, requiring additional levels of supervision of the individual, and robust and timely risk management.

In our judgement, 52 per cent of the cases in our sample posed a high risk of harm. In our inspections to date, only one other YOS has had such a large proportion of such cases. Brent has almost double the proportion of high-risk cases of the YOTs we have inspected to date. The levels of risk are also higher than we have found in the London YOTs inspected so far. While our assessments represent a snapshot in time, they support the YOS’s own findings and underscore the time required for case managers to identify, monitor and respond to such high levels of risk of serious harm. They also demonstrate the need to have timely and accurate assessment of risk of harm.

2.2 Planning	Good
Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	

Overall, this was a strong area of practice, and we have rated it as 'Good'. Planning to promote desistance and keep children safe was very good, and proportionate to assessed need. It set out the interventions and actions that would best help the child or young person. Planning to manage risk was also good, but did not always focus on the expressed needs of victims or provide a clear contingency plan.

Almost all plans carefully considered the child or young person's strengths and protective factors, setting out how these were to be reinforced. Planning had a strong focus on the individual's levels of maturity and motivation to change, and was effectively sequenced so that interventions could be delivered within the time on the child's order.

Staff had taken time and care to adapt plans so that children and young people understood them and were part of the planning process. We saw several examples of plans that had been drawn up using clear language and pictures. Planning was sufficiently focused on supporting desistance in 93 per cent of cases.

In one case, a young man had started to use the gym while he was in custody. The case manager recognised that continuing with this in the community would fill some of his time and give him an alternative activity, rather than spending time with others, where he got into fights. Plans for his release included him working with Air Network, a sport-based mentoring programme. This built on a positive aspect of his time in custody.

Children and young people faced a range of issues for which they needed help to stay safe and reach their potential. Overall, planning to keep children safe was sufficient in 83 per cent of cases. In many cases, joint work with other agencies was needed, and we found good information-sharing and joint planning with the police, and children's social care, health and other partnership workers.

Planning often included referrals to other agencies, including the National Referral Mechanism,⁸ for those exploited into county lines drug dealing.

Planning undertaken in the YOS coordinated with the plans for children's social care and education. The planning process and forums helped workers to understand distinct and complementary roles and responsibilities.

Brent had adopted the Signs of Safety risk assessment framework. This had enabled social care providers and the YOS to use a common language to identify and plan for a range of risks. This approach was proving to be particularly useful in joint planning meetings, including the YOS risk, safety and wellbeing management forum.

Planning to keep other people safe was sufficient in three-quarters of cases. Again, there was good joint planning with other agencies, including the police. Plans set out necessary actions and interventions that should be taken and delivered.

⁸ The National Referral Mechanism is a framework for identifying victims of human trafficking and ensuring that they receive the appropriate protection and support.

Less attention was given to the safety of actual and potential victims; this was sufficient in 68 per cent of cases.

There was good use of external controls such as curfews, exclusion zones and prohibited contact. There was also planning with other YOTs if a child moved out of the area.

In one case where a child was about to be released from custody and to move to a different area, the inspector noted:

“Resettlement meeting notes show how the case manager plans to continue professionals’ meetings in the new area to monitor and review the young person’s circumstances. The case manager plans to communicate the young person’s situation to the local police, so that they can monitor his behaviour. Control measures on the young person’s licence will be in place in the new residence, in the form of a doorstep curfew to further monitor the young person’s behaviour”.

2.3 Implementation and delivery	Good
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	

Intervention and services designed to promote desistance were delivered well, and we have rated this standard as ‘Good’. Children were able to access a wide range of interventions and services, to help them to understand why they had offended and the impact of this on other people. Work to support desistance was the strongest area, followed by work to promote safety and wellbeing, and then work to reduce and manage risk of harm to others.

Interventions and services were provided at a time that optimised the benefits of the work to the child. Caseworkers considered the sequence of interventions, including taking time for partner agencies to settle children and young people into school. Case managers established meaningful and trusting relationships with children and young people at the earliest possible stage. Managers considered allocating cases to staff if they had worked with the child previously, to provide some continuity and to help with relationship building. This was critical, as many children and young people did not trust adults, owing to previous life experiences.

In almost every case, the location of sessions was identified at an early stage. Staff considered places that would be safe for the child. Locations included home, the Civic Centre, a youth centre, the probation office and the police station. While keeping the child safe and avoiding rival gang members are understandable priorities, there can be limitations to how and what work is carried out in some of these venues. Staff were clearly making the best of a limited choice of workplaces.

Owing to safety issues, some interventions designed to be delivered in a group were offered on a one-to-one basis. There was a group knife crime awareness programme but, despite the prevalence of knife crime, it was run only twice a year.

Staff were creative in their approach to delivering work to reduce offending. We found numerous examples of opportunities being taken to help children understand the factors that had led to their offending and to try to change their thinking. Case

managers also consolidated work completed by partner agencies. Children received an individually tailored approach to help support desistance.

We saw good ongoing support to parents, including the provision of family support, as the following comments about a case demonstrate:

“Interventions were well delivered, and all the actions planned for were completed. There was good joint working and good use of partnership agencies to deliver these interventions, including from family support, substance misuse and Connexions services. The case manager also encouraged the young person to work with male professionals to address his problems with associating with men, which stemmed from his fractured relationship with his father.”

Of note was the approach taken to supporting the whole family, including siblings, who were recognised as having a higher chance of becoming involved in offending. We routinely saw referrals for siblings to Early Help.

In a particularly complex case, we found evidence of improved engagement by the young person, enabling interventions to be properly sequenced. A strong working relationship had been developed with the caseworker, who used a holistic approach with the family to address environmental and emotional factors. For example, the young person’s sister had been referred to CAMHS, and his mother was attending the Westminster Drugs Project.

Reparation and restorative justice were a key part of work to help children understand the impact of offending and to repair harm.

Staff made good use of enforcement and compliance actions, including holding compliance panels and establishing a good balance between giving children chances and using enforcement to set boundaries.

Support was also available to children and young people in the evenings and at weekends, primarily through the Air Network programme. Joint work with the Accelerated Support Team meant that a service could be provided if an incident had occurred, and this was a key part of keeping children safe and managing potential risk. This service was designed to support the most vulnerable and those who posed a risk to others. The council cut its generic youth services, to make savings, several years ago, however, and although the commissioning of Air Network provides some resources to young people in the YOS caseload, it cannot replace the wider benefits lost when the youth service ceased to operate.

This could, in part, explain why there was limited promotion of opportunities for community integration, including ongoing access to services once a young person’s order had ended. We found this to be sufficient in 66 per cent of cases. Links with community organisations which could offer support at the end of orders were limited.

The delivery of interventions to keep children safe was effective in three-quarters of cases. Joint work with social workers and schools was evident, and staff used existing forums to enhance multi-agency safety planning, including violence and vulnerability, resource and edge of care panels. Good representation of the YOS at these meetings resulted in joint action being taken.

In the quarter of cases where work was insufficient, this was because of policies and processes not being followed or referrals being made late. Examples included

children not being reported missing, National Referral Mechanism referrals not being made and difficulties in co-working with some out-of-area YOTs.

The implementation and delivery of services effectively supported the safety of other people in 69 per cent of cases. Not enough attention was given to the protection of actual and potential victims in eight of the twenty-three relevant cases. Difficulties arose for staff when children were missing from home or care and when group knife crime interventions were not available, either because they were not run often enough or were not run at times that were suitable for those who were in full-time work or education.

2.4 Reviewing	Good
Reviewing of progress is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	

Case reviewing was an active and helpful process, undertaken by case managers, team leaders and partner agencies. The reviewing of safety and wellbeing was not as strong as that of desistance and risk of serious harm, and needed more attention. Reviews of desistance needs were timely. They responded to changes in situations, and reconsidered motivation, engagement and any barriers to achieving a crime-free life. Despite parents/carers and children often not being included in reviews (only evident in 9 of the 29 cases assessed), we nevertheless rated reviewing as 'Good'. Although the YOS was relatively poor at including parents/carers and children in reviews, this was at odds with the strong focus we saw on family involvement.

Reviewing focused sufficiently on keeping the child or young person safe in 65 per cent of cases. In 17 cases, there had been an identifiable change to the safety and wellbeing of the child. In 6 of these, the change was either not identified or not responded to. In 4 cases, information from other agencies was not sought, and in 5 cases the plan of work was not adjusted to reflect these changes.

Conversely, reviewing of risk of harm to others was sufficient in all but three cases (80 per cent). Information from other agencies, particularly the police, was used to reconsider issues and, generally, plans and actions were changed as a result; however, parents/carers and children were not always involved in the risk review (their views taken into account in 10 of the relevant 15 cases).

Summary

Strengths:

- Assessment of desistance is the strongest area of work, and much of it is outstanding.
- Staff understand the impact of trauma on children's offending, safety and wellbeing, and risk of harm to others.
- Children and young people benefit from consistent caseworkers, who develop good relationships with them, tailor work to meet individual needs and deliver interventions to reduce reoffending and make them safer.

- There is good joint work and information sharing with partners. This promotes thorough and effective assessment, joint planning and clear demarcation of roles and responsibilities.
- Support to families and siblings is a clear focus, and used routinely to enhance the child's protective factors.
- Children can access a wide range of interventions and services in a timely and considered way.

Areas for improvement:

- Some children and young people are not able to access knife crime interventions as these are not run often enough.
- Ethnicity and cultural background are not fully considered.
- The reviewing of safety and wellbeing needs to include information from other agencies, and lead to necessary changes.
- The needs and wishes of victims are not always evident in the work.

3. Out-of-court disposals



Work with children and young people receiving out-of-court disposals will be more effective if it is well targeted, planned and implemented. In this inspection, we looked at a sample of 20 cases which received an out-of-court disposal three to five months before we visited in August 2019. In each of those cases, we inspect against four standards – assessment, planning, implementation and quality of joint working.

3.1 Assessment	Good
Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	

Overall, we have rated the quality of assessments in out-of-court disposal cases as 'Good'; however, this masks a wide variance in the quality of assessment for children on YCCs and for those subject to community resolutions, known in Brent as 'triage'.

Assessments are undertaken after the disposal decision is made. Children who are given YCCs are allocated to the case management team, and children, given a YCC, benefit from the same high-quality assessments we found in court disposal cases. In the YCC cases, we found sufficient assessment of desistance in all cases, safety and wellbeing in 80 per cent of cases, and risk of harm in all cases.

Owing to capacity problems, high-quality assessments were not completed for children who received a triage disposal. Assessment of desistance was sufficient in 60 per cent, safety and wellbeing in 50 per cent, and risk of harm in 60 per cent of triage cases.

When all cases – triage and YCCs – were combined, this gave the overall rating of 'Good'.

Good features of assessment of desistance included consideration of the child's strengths and protective factors, and key structural factors, including attendance at school, college or training. Assessment of maturity, acceptance of the offence and potential engagement informed assessments.

Opportunities for children to engage in restorative justice were considered in all but one relevant case.

The views of parents/carers and children and young people were obtained and used in assessments in 90 per cent of all cases.

Safety and wellbeing factors were accurately assessed in only half of the cases overall. Two-thirds drew on the information available from other agencies. This was a critical factor, given that a third of children in the sample were subject to child protection planning.

Classification of the child's safety and wellbeing levels was accurate.

Some assessments were completed too late to be of any practical use in directing the delivery of interventions. This was particularly problematic with triage cases.

Assessment of risk of harm was completed in all but two cases. Again, classifications were generally accurate. During the period from which our sample was drawn, the service was using the Onset assessment tool. This was designed to assess the needs of children who are at risk of offending and, as such, does not cover the type and nature of risks seen in out-of-court disposal cases. The service had recognised this; it had developed a more in-depth assessment tool and instructed staff to use AssetPlus for the more complex cases.

3.2 Planning	Good
Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	

While we rated planning as 'Good' overall, there were differences between the quality of planning for YCC and triage cases. Work is needed in both types of case to improve the assessment and planning of safety and wellbeing.

Planning to manage risk of harm was the strongest area overall but, again, there were differences between the two types of case. Risk of harm planning for the YCC cases was always sufficient; however, only a third of triage cases had a suitable risk management plan in place.

Planning for safety and wellbeing was only just good enough overall. Planning involved other agencies in 64 per cent of cases, and there was a lack of contingency planning. There was no contingency planning in the triage cases, and this was sufficient in just 60 per cent of cases involving YCCs.

In one case, we noted that the young person was subject to child protection arrangements during the contact with the YOS. There was no evidence of the case manager contacting the allocated social worker to find out what services were already in place in the care plan. There was no communication with the police about the young person's behaviour in the community, although the joint decision panel minutes mention gang affiliation and vulnerability to child sexual exploitation.

Planning to support desistance was good overall, although there were some differences in planning between YCC and triage cases. Planning in YCC cases was proportionate to the disposal, involved parents and carers and considered the needs of victims in almost all cases; however, this occurred in only around 60 per cent of triage cases.

3.3 Implementation and delivery	Requires improvement
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	

The implementation and delivery of services has been rated as 'Requires improvement', owing to the inconsistent use and delivery of interventions to promote desistance and address risk of harm. No interventions were delivered to reduce or manage risk of harm to others in any of the triage cases we assessed.

Services most likely to support desistance were twice as likely to be delivered in YCC than triage cases.

Work was tailored to reflect the diversity and wider familial and social context of the child or young person, and involved parents/carers or significant others in 65 per cent of cases.

In three-quarters of cases, we found that there had been attempts to form a trusting relationship with children and young people. Children on YCCs were encouraged and supported to comply in all but one case, but in only half of the triage cases.

Overall, service delivery supported the child or young person’s desistance in 65 per cent of cases. Service delivery promoted the safety and wellbeing of the child or young person in 71 per cent of cases, and there was appropriate involvement of other agencies in the same percentage of cases.

Sufficient attention was given to the management of risk to actual and potential victims in all but one relevant case. The delivered services, however, were sufficient to manage and minimise the risk of harm in just 7 of the 12 cases where this was required.

Although there was a range of interventions for children, these were not always accessed. The following was noted on one case:

“The young person was referred for the ‘Crime Prevention Programme’, which is run by YOS police and YOS workers, and aims to address violent crime. He attended the programme, but all participants were sent home due to technical difficulties with the sound equipment used to deliver the presentation. There was no work delivered and he was not provided with further opportunities to undertake the programme. No plans were made for him to undertake this work in any alternative form.

“Although there were plans for the young person to undertake some work on substance misuse (which was linked with offending and self-reported by the child during initial screening), this work was not undertaken, as when the young person reported to the substance misuse worker, he advised her that he had stopped smoking cannabis. There was no work undertaken in terms of relapse prevention/general drug awareness, despite cannabis use being linked with his risk of harm, safety and wellbeing, and desistance”.

3.4 Joint working	Good
Joint working with the police supports the delivery of high-quality, personalised and coordinated services.	

While we have rated joint working as ‘Good’, the fundamental issue for Brent is whether or not initial decision-making is correct. We found that few children were given YCCs when their behaviour was a reaction to safety and wellbeing issues. This meant that children quickly escalated into the criminal justice service, and that they potentially had worse outcomes as a result. One in five children given YCCs did not comply with them, and no analysis has been undertaken to find out if these children then received court orders because of not complying.

Triage cases are managed by a single worker. This is insufficient capacity to undertake effective screening, assessments and planning. Processes and assessment systems have changed recently, and the new assessment tool is not yet fully embedded. The content of this tool is appropriate; however, it will add to, rather than resolve, capacity issues.

In out-of-court cases, an initial screening is undertaken to aid decision-making, and a fuller assessment then takes place. This means that key information is not always available to the decision-making panel. The YOS was not always fully aware of the issues contributing to the offending being considered by the panel, and therefore could not make fully informed recommendations on the appropriate outcomes for children.

In addition, the police in Brent have reduced the number of youth cautions that they give by 57 per cent over the last 12 months, which in practice has meant that the panel has lost one of three disposals available to them. The reasons for this are unclear.

In one case, a 15-year-old boy was given a YCC for possession of a small amount of cannabis, which was for his own use. He was on a child protection plan for neglect. In addition, he and his siblings had been targeted by a registered sex offender, who had sexually abused two of this boy's siblings, under the pretext of being in a relationship with the children's mother. This boy had tried to tell his mother about the abuse and the concerns he had about this man, but his concerns were not acted on. It was clear that this had led to a deterioration in his mental health, as he felt responsible. It was entirely possible for the panel to conclude that the use of cannabis was an inappropriate coping mechanism. The initial screening did not contain any of this background information. As a result, he was presented as a young boy getting into low-level trouble and starting to use drugs. The decision-making panel made their decision in good faith and intended him to have support.

The subsequent assessment highlighted these issues, but by then the boy had not complied with the YCC, and he had been charged, been to court and received a referral order. He was not complying with this order either. He was quickly escalating through the criminal justice system, with the YOS having to follow processes. By contrast, his siblings with similar behaviours and problems had been offered counselling and support to deal with the trauma they had been through. We questioned why and how two differing approaches had been adopted, and the possibility for worse outcomes for one brother. This was not the only example of a child escalating rapidly through the various levels of the criminal justice system.

The quality of assessment, planning and interventions was worse for triage cases in all areas. Some screenings were rushed, to meet the timescale of the weekly out-of-court disposal panel.

Summary

Strengths:

- Children have access to a wide range of interventions, including family support and early help.
- Children who receive a YCC have their desistance and risk accurately assessed.
- There is effective planning to manage risk of harm, for children on YCCs.
- Case managers make positive and concerted efforts to develop relationships with children and young people, many of whom do not find it easy to trust adults.
- Joint working with partner agencies is generally effective, and they make decisions, albeit on limited information, in the best interests of the child.

Areas for improvement:

- Capacity to undertake work with triage cases is too limited.
- Information used for decision-making does not give all relevant information and, as a result, a few children enter the criminal justice system unnecessarily.
- There has been a reduction in the use of youth cautions as an option for children and young people.
- The assessment and planning of safety and wellbeing issues do not include all known factors.
- Service delivery and interventions to reduce and manage risk of harm are not used in all relevant cases.

Annex 1 - Methodology

The inspection methodology is summarised below, linked to the three domains within our standards framework. Our focus was on obtaining evidence against the standards, key questions and prompts within the framework.

Domain one: organisational delivery

The youth offending service submitted evidence in advance and the Chair of the YOS Management Board delivered a presentation covering the following areas:

- How do organisational delivery arrangements in this area make sure that the work of your YOS 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?

During the main fieldwork phase, we surveyed 30 individual case managers, asking them about their experiences of training, development, management supervision and leadership. Various meetings and focus groups were then held, allowing us to triangulate evidence and information.

Domain two: court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Sixty per cent of the cases selected were those of children and young people who had received court disposals six to nine months earlier, enabling us to examine work in relation to assessing, planning, implementing and reviewing. Where necessary, interviews with other people closely involved in the case also took place.

We examined 29 post-court cases. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of 5), and we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm, and risk to safety and wellbeing classifications matched those in the eligible population.

Domain three: out-of-court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Forty per cent of cases selected were those of children and young people who had received out-of-court disposals three to five months earlier. This enabled us to examine work in relation to assessing, planning, implementing and joint working. Where necessary, interviews with other people closely involved in the case also took place.

We examined 20 out-of-court disposals. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of 5), and we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm and risk to safety and wellbeing classifications matched those in the eligible population.

In some areas of this report, data may have been split into smaller sub-samples – for example, male/female cases; where this is the case, the margin of error for the sub-sample findings may be higher than 5.

Annex 2 – Inspection results

In this inspection, we conducted a detailed examination of a sample of 29 post-court cases and 20 out-of-court disposals. In each of those cases, we inspect against four standards: assessment, planning, implementation/delivery and reviewing. Within each standard, inspectors answer a number of key questions about different aspects of quality, including whether there was sufficient analysis of the factors related to offending; the extent to which young offenders were involved in assessment and planning; and whether enough was done to assess the level of risk of harm posed – and to manage that risk.

To score an 'Outstanding' rating for the sections on court disposals or out-of-court disposals, 80 per cent or more of the cases we analyse have to be assessed as sufficient. If between 65 per cent and 79 per cent are judged to be sufficient, then the rating is 'Good', and if between 50 per cent and 64 per cent are judged to be sufficient, then a rating of 'Requires improvement' is applied. Finally, if less than 50 per cent are sufficient, then we rate this as 'Inadequate'.

The rating at the standard level is aligned to the lowest banding at the key question level, recognising that each key question is an integral part of the standard. Therefore, if we rate three key questions as 'Good' and one as 'Inadequate', the overall rating for that standard is 'Inadequate'.

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

Additional 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 to 36, which is banded to produce the overall rating, as follows:

- 0–6 = 'Inadequate'
- 7–18 = 'Requires improvement'
- 19–30 = 'Good'
- 31–36 = 'Outstanding'.

1. Organisational delivery

Standards and key questions	Rating
<p>1.1. Governance and leadership</p> <p>The governance and leadership of the YOS supports and promotes the delivery of a high-quality, personalised and responsive service for all children and young people.</p> <p>1.1.1. Is there a clear local vision and strategy for the delivery of a high-quality, personalised and responsive service for all children and young people?</p> <p>1.1.2. Do the partnership arrangements actively support effective service delivery?</p> <p>1.1.3. Does the leadership of the YOS support effective service delivery?</p>	<p>Good</p>
<p>1.2. Staff</p> <p>Staff within the YOS are empowered to deliver a high-quality, personalised and responsive service for all children and young people.</p> <p>1.2.1. Do staffing and workload levels support the delivery of a high-quality, personalised and responsive service for all children and young people?</p> <p>1.2.2. Do the skills of YOS staff support the delivery of a high-quality, personalised and responsive service for all children and young people?</p> <p>1.2.3. Does the oversight of work support high-quality delivery and professional development?</p> <p>1.2.4. Are arrangements for learning and development comprehensive and responsive?</p>	<p>Good</p>
<p>1.3. Partnerships and services</p> <p>A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children and young people.</p> <p>1.3.1. Is there a sufficiently comprehensive and up-to-date analysis of the profile of children and young people, to ensure that the YOS can deliver well-targeted services?</p> <p>1.3.2. Does the YOS partnership have access to the volume, range and quality of services and interventions to meet the needs of all children and young people?</p>	<p>Requires improvement</p>

- 1.3.3. Are arrangements with statutory partners, providers and other agencies established, maintained and used effectively to deliver high-quality services?

1.4. Information and facilities	Requires improvement
Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all children and young people.	
1.4.1. Are the necessary policies and guidance in place to enable staff to deliver a quality service, meeting the needs of all children and young people?	
1.4.2. Does the YOS's delivery environment(s) meet the needs of all children and young people and enable staff to deliver a quality service?	
1.4.3. Do the information and communication technology (ICT) systems enable staff to deliver a quality service, meeting the needs of all children and young people?	
1.4.4. Is analysis, evidence and learning used effectively to drive improvement?	

2. Court disposals

Standards and key questions	Rating and % yes
2.1. Assessment	Good
Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	
2.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	86%
2.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	79%
2.1.3. Does assessment sufficiently analyse how to keep other people safe?	66%
2.2. Planning	Good
Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	

2.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?	93%
2.2.2. Does planning focus sufficiently on keeping the child or young person safe?	83%
2.2.3. Does planning focus sufficiently on keeping other people safe?	75%

2.3. Implementation and delivery	Good
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	

2.3.1. Does the implementation and delivery of services effectively support the child or young person's desistance?	82%
2.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person?	76%
2.3.3. Does the implementation and delivery of services effectively support the safety of other people?	69%

2.4. Reviewing	Good
Reviewing of progress is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	

2.4.1. Does reviewing focus sufficiently on supporting the child or young person's desistance?	86%
2.4.2. Does reviewing focus sufficiently on keeping the child or young person safe?	65%
2.4.3. Does reviewing focus sufficiently on keeping other people safe?	80%

3. Out-of-court disposals

Standards and key questions	Rating and % yes
<p>3.1. Assessment</p> <p>Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.</p>	Good
3.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	80%
3.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	65%
3.1.3. Does assessment sufficiently analyse how to keep other people safe?	80%
<p>3.2. Planning</p> <p>Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.</p>	Good
3.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?	70%
3.2.2. Does planning focus sufficiently on keeping the child or young person safe?	65%
3.2.3. Does planning focus sufficiently on keeping other people safe?	85%
<p>3.3. Implementation and delivery</p> <p>High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.</p>	Requires improvement
3.3.1. Does service delivery support the child or young person's desistance?	65%
3.3.2. Does service delivery effectively support the safety of the child or young person?	71%
3.3.3. Does service delivery effectively support the safety of other people?	62%

3.4. Joint working	Good
Joint working with the police supports the delivery of high-quality, personalised and coordinated services.	
3.4.1. Are the YOT's recommendations sufficiently well-informed, analytical and personalised to the child or young person, supporting joint decision-making?	73%
3.4.2. Does the YOT work effectively with the police in implementing the out-of-court disposal?	75%

Annex 3 – Glossary

AssetPlus Asset+	Assessment and planning framework tool developed by the Youth Justice Board for work with children and young people who have offended, or are at risk of offending, that reflects current research and understanding of what works with children
CAMHS	Child and Adolescent Mental Health Services
Child protection	Work to make sure that that all reasonable action has been taken to keep to a minimum the risk of a child experiencing significant e harm
Child sexual exploitation	A type of child abuse, occurring when a child or young person is encouraged, forced and manipulated to take part in sexual activity for something in return – for example, presents, drugs, alcohol or emotional attention
Community resolution	Used in low-level, often first-time, offences where there is informal agreement, often also involving the victim, about how the offence should be resolved. Community resolution is a generic term; in practice, many different local terms are used to mean the same thing
Court disposals	The sentence imposed by the court. Examples of youth court disposals are referral orders, youth rehabilitation orders, and detention and training orders
Curfew	Restrictive intervention requiring a service user to remain at an agreed address during a pre-determined period. The curfew may be monitored electronically (electronic tag) or by the police (doorstep curfew)
Desistance	The cessation of offending or other antisocial behaviour
Detention and training order	Prison sentence for a child or young person. The length is specified by the court. The child or young person is placed in either a secure children’s home, secure training centre or young offenders institution. The placement is dependent on age and vulnerability. The Detention and training order will have both custodial and community elements, when the child or young person will be released on licence
Enforcement	Action taken by a case manager in response to a child or young person’s failure to comply with the

	actions specified as part of a community sentence or licence. Enforcement can be punitive or motivational
ETE	Education, training and employment: work to improve learning, and to increase future employment prospects
First-time entrants	A child or young person who receives a statutory criminal justice outcome (youth caution, youth conditional caution or conviction) for the first time
Local authority	YOTs are often a team within a specific local authority
MAPPA	Multi-agency public protection arrangements: where probation, police, prison and other agencies work together locally to manage offenders who pose the highest risk of harm to others. Level 1 is single agency management, where the risks posed by the offender can be managed by the agency responsible for the supervision or case management of the offender. Levels 2 and 3 require active multi-agency management
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, youth caution or youth conditional caution
Personalised	A personalised approach is one in which services are tailored to meet the needs of individuals, giving people as much choice and control as possible over the support they receive. We use this term to include diversity factors
Referral order	A restorative court order which can be imposed when the child or young person appearing before the court pleads guilty, and whereby the threshold does not meet a youth rehabilitation order
Risk of serious harm	Risk of serious harm is a term used in AssetPlus. All cases are classified as presenting either a low/medium/high/very high risk of serious harm to others. HM Inspectorate of Probation uses this term when referring to the classification system, but uses the broader term 'risk of harm' when referring to the analysis which should take place in order to determine the classification level. This helps to clarify the distinction between the probability of an event occurring and the impact/severity of the event. The term 'risk of serious harm' only incorporates 'serious' impact, whereas using 'risk of harm' enables the necessary attention to be given to those young offenders for whom lower impact/severity harmful behaviour is probable

Safeguarding	A wider term than child protection and involves promoting a child or young person's health and development, and ensuring that their overall welfare needs are met
Safety and wellbeing	AssetPlus replaced the assessment of vulnerability with a holistic outlook of a child or young person's safety and wellbeing concerns. It is defined as "...those outcomes where the young person's safety and wellbeing may be compromised through their own behaviour, personal circumstances or because of the acts/omissions of others" (AssetPlus Guidance, 2016)
YCC	Youth conditional caution: As for a youth caution, but with conditions attached that the child is required to comply with for up to the next three months. Non-compliance may result in the child being prosecuted for the original offence
Youth caution	A caution accepted by a child following admission to an offence where it is not considered to be in the public interest to prosecute the offender
YJB	Youth Justice Board: Government body responsible for monitoring and advising ministers on the effectiveness of the youth justice system. Provides of grants and guidance to the youth offending teams
Youth rehabilitation order	Overarching community sentence to which the court applies requirements (e.g. supervision requirement, unpaid work, etc.)



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