

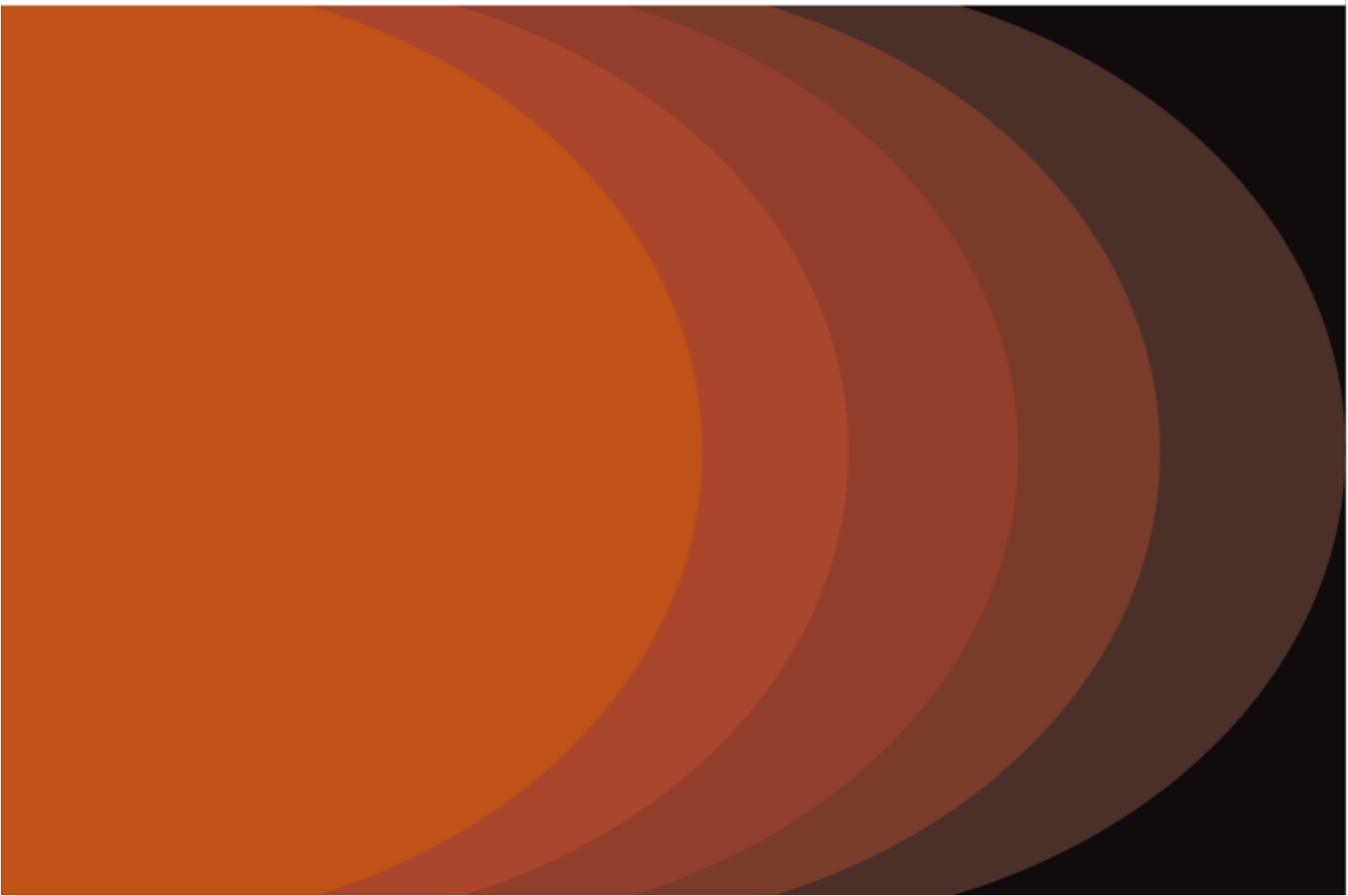


Her Majesty's
Inspectorate of
Probation

An inspection of youth offending services in

Nottingham City

HM Inspectorate of Probation, March 2020





Her Majesty's
Inspectorate of
Probation



Acknowledgements

This inspection was led by HM Inspector Pauline Burke, supported by a team of inspectors and colleagues from across the Inspectorate. HMI Probation was joined by colleague inspectors from police, health, social care and education. 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.

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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.

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Foreword

This inspection is part of our four-year programme of youth offending service inspections. We have inspected and rated Nottingham City Youth Justice Service (YJS) across three broad areas: the arrangements for organisational delivery of the service; the quality of work done with children and young people sentenced by the courts; and the quality of out-of-court disposal work. Overall, Nottingham City YJS is rated as 'Requires improvement'.

The YJS's arrangements for staffing, partnership and services, and information and facilities are good; however, its governance and leadership require improvement.

The inspection noted that there is an extensive range of partnership activities across the city to manage the risk that children and young people can pose to others, as well as their own safety and wellbeing needs. There is some strong partnership working, especially from health services, and the range and quality of provision are impressive.

The arrangements for out-of-court disposals, however, are not clear and do not involve multi-agency decision-making. The service also encourages a trauma-informed practice approach while promoting mandatory interventions that seem to contradict this way of working, as it does not recognise that interventions should be individualised to reflect the particular needs of children and young people.

Despite having an excellent suite of performance information, the Management Board has not been aware of the large number of children from the younger age range coming into the system. The Board needs to keep this under review, to ensure that children are not entering the criminal justice system unnecessarily.

Staff are motivated and engage well with children and young people. In post-court work, the quality of assessments is outstanding for desistance, safety and wellbeing, and risk of harm to others. The implementation and delivery of services is also outstanding for desistance, and safety and wellbeing but not risk of harm. The quality of ongoing case reviews of the risk of harm to others, requires improvement.

For out-of-court disposal work, fewer than half of the cases met the necessary requirements in: assessing and planning a child or young person's desistance; assessing, planning and delivering services relating to their safety and wellbeing; and planning and implementing services to reduce their risk of harm to others. This has led to our judgement of 'Inadequate' for those elements of work. Management oversight is poor for post-court orders, and worse for out-of-court disposals.

The inspection found little evidence of engagement with victims, and the views of children and young people and their parents/carers are not sought.

The YJS benefits from its location in a youth centre in the city centre, which is child friendly and offers children and young people access to other supportive services.














In this report, we make a number of recommendations that if implemented will enable Nottingham City to make the improvements needed to deliver a high-quality service for children and young people.



Justin Russell

Chief Inspector of Probation

Ratings

Nottingham City Youth Justice Service		Score	15/36
Overall rating	Requires improvement		
1. Organisational delivery			
1.1	Governance and leadership	Requires improvement	
1.2	Staff	Good	
1.3	Partnerships and services	Good	
1.4	Information and facilities	Good	
2. Court disposals			
2.1	Assessment	Outstanding	
2.2	Planning	Good	
2.3	Implementation and delivery	Good	
2.4	Reviewing	Requires improvement	
3. Out-of-court disposals			
3.1	Assessment	Inadequate	
3.2	Planning	Inadequate	
3.3	Implementation and delivery	Inadequate	
3.4	Joint working	Inadequate	

Executive summary

Overall, Nottingham City Youth Justice Service (YJS) is rated as **'Requires improvement'**. This rating has been determined by inspecting the youth offending services in three areas of their work, referred to as 'domains'. We inspect against 12 'standards', shared between the domains. The standards are based on established models and frameworks, which are grounded in evidence, learning and experience. They are designed to drive improvements in the quality of work with children and young people who have offended.¹ Published scoring rules generate the overall YJS rating.² The findings and subsequent ratings in those domains are described here.

1. Organisational delivery



We have rated the service's organisational delivery as 'Requires improvement'. The arrangements for staffing, partnership and services, and information and facilities are good, but its governance and leadership requires improvement. There is an extensive range of partnership activities across the city to manage the risk that children and young people can pose to others, as well as their own safety and wellbeing needs.

Staff are motivated and engage well with children and young people. Although the service encourages a trauma-informed practice approach, it also promotes mandatory interventions. This contradicts this way of working, as it does not recognise that interventions should be based on the needs of individual children and young people. There is some strong partnership working, especially from health services, and the range and quality of provision are impressive.

The Management Board has not been aware of the large proportion of children from the younger age range coming into the system. The Board needs to keep this under review, to ensure that children are not entering the criminal justice system unnecessarily. There is little evidence of engagement with victims, and the views of children and young people and their parents/carers are not sought. The YJS benefits from its location in a youth centre in the city centre, which is child friendly and offers children and young people access to other supportive services.

We interviewed the YJS managers and the Chair of the Management Board. We held meetings with other members of the Board and key stakeholders. Inspectors from Her Majesty's Inspectorate of Constabulary, Fire & Rescue Services (HMICFRS), Ofsted and the Care Quality Commission (CQC) were part of our inspection team, and they met key stakeholders from the police, children's social care, and education and health providers.

¹ HM Inspectorate of Probation's standards can be found here:

<https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

² Each of the 12 standards is scored on a 0–3 scale in which 'Inadequate' = 0; 'Requires improvement' = 1; 'Good' = 2; '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'.

Our key findings about organisational delivery are as follows:

- There is a clear and appropriate vision for the service to be located within prevention and early intervention, while retaining its specialist delivery of services.
- Staff motivation is high and they encourage good engagement and compliance from the child or young person.
- There is an extensive range of partnership activities across the city to manage the risk that children and young people can pose to others, as well as their own safety and wellbeing needs.
- The established arrangement for police officers working within children's social care services has resulted in a sustained reduction in the number of children and young people in care being brought into the criminal justice system unnecessarily, and is good practice.
- The YJS delivers preventative projects to schools, such as knife crime awareness, which is delivered alongside partner agencies.
- There is a strong partnership with health services to support children and young people's emotional, physical, communication and substance misuse needs.
- The YJS has its own performance information dashboard, which provides an excellent suite of data.
- The YJS has access to an impressive range of high-quality services, and delivers good interventions to children and young people.
- The partnership promotes a learning culture across all agencies, at both strategic and operational levels.

But:

- There is no clear framework for the out-of-court disposal process, and not all disposal decisions are based on an assessment of the child or young person. Outcomes are not always agreed by a multi-agency panel, and there is no consistency in the sanctions delivered.
- Sometimes there are long delays by the police in presenting cases to the out-of-court disposal panel.
- A large number of younger children are known to the YJS but this has not received the strategic attention it deserves.
- YJS case managers do not have a clear pathway to access the specialist advice and guidance that education directorate staff are well placed to provide.
- Risk assessment protocols at college admission stage do not support young people's access to, and retention on, college courses.
- There is little evidence of victim engagement in post-court or out-of-court cases, and opportunities for restorative justice are missed.
- There is no systematic process to gather the views of children and young people and their parents/carers.
- Although the service encourages a trauma-informed practice approach, it also promotes mandatory interventions. This contradicts this way of working, as it

does not recognise that interventions should be based on the needs of individual children and young people.

- Staff have limited access to regular reflective clinical supervision to enable them to process vicarious trauma, and it is not available to all partnership practitioners.
- Health professionals do not have full access to the necessary patient record systems, to enable them to share relevant information.

2. Court disposals



We took a detailed look at 27 community sentences and 3 custodial sentences managed by the YJS. We also conducted 29 interviews with the relevant case managers. We examined the quality of assessment, planning, implementation and delivery, and reviewing. Each of these elements was inspected in respect of work done to address desistance, and the safety and wellbeing of the child or young person. For the 26 cases where there were factors related to harm,³ we also inspected work to keep other people safe. In the 29 cases where there were factors related to safety and wellbeing, we looked at work done to keep the child or young person themselves safe. The quality of each factor needs to be above a specified threshold to achieve a particular score.

In this service, over 80 per cent of cases met all our quality requirements for assessment, and implementation and delivery for desistance, and safety and wellbeing, which has led to our judgement of 'Outstanding' for those elements of work. Between 73 per cent and 79 per cent of cases met all our standards for planning, implementation of services relating to risk of harm to others, and reviewing desistance, and safety and wellbeing, leading to our judgement of these elements of work as 'Good'. Only 45 per cent of cases met our requirements for reviewing risk of harm to others; however, as this related to only one case, we have applied professional discretion to increase the rating of this aspect of work with post-court cases from 'Inadequate' to 'Requires improvement'.

Our key findings about court disposals are as follows:

- The quality of assessments are outstanding in evaluating desistance, safety and wellbeing, and risk of harm to others.
- The views of the child or young person and their parents/carers are considered as part of the assessment process.
- The implementation and delivery of services to promote a child or young person's desistance, and safety and wellbeing are outstanding.
- Staff focus on maintaining an effective working relationship with the child or young person and their parents/carers.
- Case managers encourage the child or young person's compliance with their court order.

³ The number of cases quoted here that relate to harm, or safety and wellbeing is based on the inspectors' rather than the YOS's judgement.

But:

- Implementation and delivery do not always directly link to the assessment because of the use of mandatory interventions.
- The quality of reviewing the risk of harm to others requires improvement.
- Contingency planning to manage the risks to a child or young person's safety and wellbeing, and their risk of harm to others is not considered consistently.
- The needs and wishes of victims are not routinely captured, and opportunities for restorative justice are missed.
- Management oversight of cases subject to reviews of risk of harm to others requires improvement.

3. Out-of-court disposals



We inspected 20 cases managed by the YJS that had received an out-of-court disposal. These consisted of 12 youth conditional cautions and 8 community resolutions; there were no youth cautions. We interviewed the case managers in 17 cases.

We examined the quality of assessment, planning, and implementation and delivery of services. Each of these elements was inspected in respect of work done to address desistance. For the 15 cases where there were factors related to harm,⁴ we also inspected work done to keep other people safe. In the 18 cases where there were relevant factors, we looked at work to ensure the safety and wellbeing of the child or young person. We also looked at the quality of joint working with local police. The quality of each factor needs to be above a specified threshold to achieve a particular score.

In this service, fewer than half of the cases met our requirements for: assessing and planning a child or young person's desistance; assessing, planning and delivering services relating to their safety and wellbeing; and planning and implementing services to reduce their risk of harm to others. This has led to our judgement of 'Inadequate' for those elements of work. Management oversight is poor for post-court orders and worse for out-of-court disposals. For joint working, only 35 per cent of cases met our standards for YJS involvement in the decision-making process, and 50 per cent for working with the police, which has led to an overall rating of 'Inadequate' on these standards.

Our key findings about out-of-court disposals are as follows:

- The implementation and delivery of services to promote a child or young person's desistance are good.
- The screening assessment tool is sufficient, although the quality of completion is poor.
- Sufficient focus has been given to developing and maintaining an effective working relationship with the child or young person and their parents/carers.

⁴ See footnote 3.

But:

- Some decisions for youth conditional cautions are made solely by the police, with no consultation with the YJS.
- The panel is not multi-agency and some decisions are made without an assessment of the child or young person.
- Cases do not come to the panel in a timely way, and there is no consistency in the sanctions given.
- The quality of assessment and planning for out-of-court cases in relation to a child or young person's desistance, and their safety and wellbeing is inadequate.
- Management oversight is poor for post-court orders, and worse for out-of-court disposals.
- As some interventions are mandatory and based on the offence, little consideration is given to the child or young person's individual safety and wellbeing needs or their risk of harm to others.
- The wishes and views of victims are not always taken into account before the out-of-court disposal panel meeting and so cannot influence its decisions.
- There is little evidence of the completion of any restorative justice work with young people subject to an out-of-court disposal.

Recommendations

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

The Youth Justice Service Management Board should:

1. review the out-of-court disposal process, making sure that cases are presented on time, and that decisions are consistent, based on an assessment of the child or young person, and are agreed by a multi-agency panel
2. ensure the partnership reviews the number of very young children known to the YJS, and that policies and practices do not result in children entering the criminal justice system unnecessarily
3. develop victim and restorative justice processes to ensure full consideration of the wishes and needs of victims, and opportunities for restorative justice are applied in every relevant case.

The Youth Justice Service heads of service should:

4. improve staff's access to clinical supervision and reconsider the use of mandatory interventions while promoting a trauma-informed practice approach to working with children and young people
5. seek the views of children and young people, their parents/carers and other stakeholders, so that they can inform future service delivery
6. review the quality assurance processes and improve the effectiveness of management oversight in all cases.

Background

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 these aspects of youth offending services.

YOTs are statutory partnerships, and they are multidisciplinary, to deal with the needs of the whole child or young person. They are required to have staff from local authority social care and education services, the police, the National Probation Service and local health services.⁵ 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 guidance). The Youth Justice Board for England and Wales provides some funding to YOTs. It also monitors their performance and issues guidance to them about how things are to be done.

Nottingham is a unitary authority with a population of 331,069, of whom 68,851 are under 18 years old. It is a diverse city, with a high level of population mobility, and new and emerging communities. There are also high levels of poverty and deprivation: 42,000 Nottingham City children live in families where no adults work or where the household income is low – this is equivalent to around 65 per cent of children, compared with rates of 48 per cent in Greater Nottingham and 43 per cent in England as a whole. Nottingham is ranked second in the income deprivation affecting children index (2019). Of Nottingham's youth justice cohort, 83 per cent are male, 84 per cent are aged over 14, and 46 per cent are black and minority ethnic. In 2018/2019, the most prevalent offence type for Nottingham was violence against the person, followed by theft and handling. Nottingham's Youth Justice Services (YJS) are located within the Children's Integrated Services (CIS) Directorate.

⁵ The *Crime and Disorder Act 1998* sets out the arrangements for local YOTs and partnership working.

Contextual facts

535	First-time entrant rate per 100,000 in Nottingham City ⁶
226	First-time entrant rate per 100,000 in East Midlands
222	First-time entrant rate per 100,000 in England and Wales
42.7%	Reoffending rate in Nottingham City ⁷
39.2%	Reoffending rate in England and Wales

Population information⁸

331,069	Total population in Nottingham City
27,639	Total youth population (10-17 years) in Nottingham City
9,780	Total black and minority ethnic youth population in Nottingham City ⁹

Caseload information¹⁰

Age	10–14	15–17
Nottingham City YJS	24%	76%
National average	24%	76%

Race/ethnicity	White	Black and minority ethnic
Nottingham City YJS	63%	35%
National average	71%	26%

Gender	Male	Female
Nottingham City YJS	80%	19%
National average	84%	16%

⁶ Youth Justice Board. (2019). First-time entrants, April to March 2019.

⁷ Ministry of Justice. (2019). Proven reoffending statistics, October 2016 to September 2017.

⁸ Office for National Statistics. (2019). UK population estimates, mid-2018.

⁹ Office for National Statistics. (2012). Census 2011, December 2012.

¹⁰ Youth Justice Board. (2019). Youth Justice annual statistics: 2017 to 2018.

Additional caseload data¹¹

Total caseload under YJS supervision is 263 including:

125	Total current caseload, court outcome
106	Total current caseload, prevention
19	Total current caseload, pre-sentence
9	Total current caseload, pre-court outcome
4	Total current caseload, other

Total looked after children on caseload is 24

For children and young people subject to court disposals:

Offence types ¹²	%
Violence against the person	53%
Sexual offence (contact)	3%
Burglary	17%
Robbery	7%
Theft and handling stolen goods	7%
Fraud and forgery	3%
Drug offences	3%
Summary motoring offences	3%
Indictable motoring offences	3%

¹¹ Supplied by Nottingham City Youth Justice Service.

¹² Data from the cases assessed during this inspection.



1. Organisational delivery

Our inspectors have rated organisational delivery as 'Requires improvement'. The Youth Justice Service (YJS) arrangements for staffing, partnership and services, and information and facilities are good, but its governance and leadership require improvement. There is an extensive range of partnership activities across the city to manage the risk that children and young people can pose to others, as well as their own vulnerabilities. The arrangements for out-of-court disposals, however, are not clear and do not involve multi-agency decision-making.

Staff are motivated and engage well with children and young people. Although the service encourages a trauma-informed practice approach, it also promotes mandatory interventions that must be delivered to all children and young people. This contradicts this way of working, as interventions should be based on the needs of individual children and young people. There is some strong partnership working, especially with health services, and the range and quality of provision is impressive.

The Management Board, has not been aware of the large number of children from the younger age range coming into the system, and this needs to be reviewed to ensure that children are not brought into the criminal justice system unnecessarily. There is little evidence of engagement with victims, and this needs to improve. The views of children and young people and their parents/carers are also not sought, and processes for this need to be established. The YJS benefits from its location in a youth centre in the city centre, which is child friendly and offers children and young people access to other supportive services.

Strengths:

- There is a clear and appropriate vision for the service to be located within prevention and early intervention, while retaining its specialist delivery of services.
- Staff motivation is high and they encourage good engagement and compliance from the child or young person.
- There is an extensive range of partnership activities across the city to manage the risk that children and young people can pose to others, as well as their own safety and wellbeing needs.
- The established arrangement for police officers working within children's social care services has resulted in a sustained reduction in the number of children and young people in care being brought into the criminal justice system unnecessarily, and is good practice.
- The YJS provides preventative projects to schools, such as knife crime awareness, which is delivered alongside partner agencies.
- There is a strong partnership with health services, to support children and young people's emotional, physical, communication and substance misuse needs.
- The YJS has its own performance information dashboard, which provides an excellent suite of data.
- The YJS has access to an impressive range of high-quality services, and delivers good interventions to children and young people.
- The partnership promotes a learning culture across all agencies, at both strategic and operational levels.

Areas for improvement:

- There is no clear framework for the out-of-court disposal process, and not all disposal decisions are based on an assessment of the child or young person. Outcomes are not always agreed by a multi-agency panel, and there is no consistency in the sanctions delivered.
- Sometimes there are long delays by the police in presenting cases to the out-of-court disposal panel.
- A large number of younger children are known to the YJS but this has not received the strategic attention it deserves.
- YJS case managers do not have a clear pathway to access the specialist advice and guidance that education directorate staff are well placed to provide.
- Risk assessment protocols at the college admission stage do not support young people's access to, and retention on, college courses.
- There is little evidence of victim engagement in post-court or out-of-court cases, and opportunities for restorative justice are missed.
- There is no systematic process to gather the views of children and young people and their parents/carers.
- Although the service encourages a trauma-informed practice approach, it also promotes mandatory interventions. This contradicts this way of working, as it does not recognise that interventions should be based on the needs of individual children and young people.
- Staff have limited access to regular reflective clinical supervision to enable them to process vicarious trauma, and it is not available to all partnership practitioners.
- Health professionals do not have full access to the necessary patient record systems to enable them to share relevant information.

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



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.

Requires improvement

Key data

Total spend in previous financial year	£1,772,808
Total projected budget in current financial year	£1,764,592

In making a judgement about governance and leadership, we take into account the answers to the following three questions:

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?

The inspection assessed the governance and leadership arrangements as 'Requires improvement'. There is a new Chair of the YJS Management Board, the previous Chair was in place for six years. The local authority has a clear and appropriate vision for the service to be located within the prevention and early intervention part of the council, while retaining its specialist delivery of services.

The Management Board includes all statutory partners and some non-statutory partners, such as a member of the judiciary. The police representative on the Board is a superintendent (deputised by a chief inspector), which is the right level to be able to make strategic decisions. Children's social care staff attendance at the Board has, until recently, been inconsistent and, consequently, their contribution has been limited. The Board has recognised the need to strengthen its strategic overview of education and has recently appointed a senior education officer as a member. This officer's evolving role is to support the Board's capacity to bring about improvement in educational outcomes, and to align processes between the YJS and education directorate more effectively.

There is an induction process for new members of the Board. A development day in March 2019 produced an action plan, and the Chair intends to hold annual development days.

The Board has links to other strategic meetings, including the city's crime and drugs partnership, reducing reoffending board and safeguarding partnership. The service is also aligned with emerging work through the Supporting Families against Youth Crime programme, the Violence Reduction Unit, the Early Youth Intervention Fund and the Youth Endowment Fund. Although these links ensure that youth crime and its prevention remain a high priority, board members need to advocate for YJS children and young people in their role as board members, and not just as representatives from their own agency, to maintain the profile of the YJS.

Our survey of, and discussions with, staff found that only 32 per cent were aware of the activities of the Management Board. The interaction between the Board, the management team and frontline staff needs to improve, so that everyone understands the priorities for the service, and how they can influence operational delivery.

Do the partnership arrangements actively support effective service delivery?

During the inspection, we noticed that a large number of young children between the ages of 11 and 13 were known to the YJS. This was evident in the case sampling for post-court orders and out-of-court disposals, with 8 out of 50 cases within this age range. This issue has not received the strategic attention that it deserves. The partnership needs to review its policies and practices, to ensure that they do not result in children coming into the criminal justice system unnecessarily.

There is an out-of-court panel to decide the best outcome for children and young people who have been investigated by the police and have admitted the offence. There is no clear framework supporting this process, however, and the police are able to issue community resolutions, youth cautions and conditional cautions without referring to the panel. It is also of concern that youth cautions are not routinely used for children and young people as part of the out-of-court disposal options. This could lead to them becoming subject to post-court orders before they have been offered every opportunity in the early intervention out-of-court arena. There are also long delays by the police in submitting cases to the panel. In one example, it took 12

months for a knife crime to result in a charge. A second case was discontinued as the statutory limitation of time had expired without the young person ever being spoken to about the offence.

The out-of-court disposal panel consists of a YJS manager and the two YJS police officers. There is no case manager, representative from health, education, early help, prevention or children's social care, or victim engagement worker. Although there is the opportunity for the views of the victim to be considered, there is little evidence that they have been consulted.

Assessments are not completed to influence decision-making, as cases referred to the panel are only considered in terms of their suitability for an out-of-court disposal. Children and young people do not receive an assessment if the decision is for a low-level community resolution (tier one), and therefore an opportunity to assess their own and their family's circumstances is lost. This is particularly concerning for possession of cannabis offences, which is a risk factor in children and young people involved with county lines.

The YJS uses two forms of assessment, depending on the type of disposal being considered – a short screening assessment or a full AssetPlus assessment. Although the short screening assessment tool is adequate, the quality of assessments is poor, with no analysis and limited management oversight.

Does the leadership of the YOT support effective service delivery?

Unusually, the head of service role is a joint one, shared by two people. This arrangement allows the different strengths of each individual to influence the strategic and operational direction of the service. Along with the operational manager, they attend the Board and coordinate the information that is shared. A dedicated YJS manager ensures that links are maintained between the service and partner agencies.

The YJS encourages a trauma-informed practice approach in its work with children and young people. It also promotes mandatory interventions that must be delivered to all children, however, which contradict this approach, as it does not recognise that interventions should be based on the needs of individual children and young people.

The poor rating in out-of-court disposal work is partly a result of a management decision that staff who are not appropriately trained or skilled should complete assessments and case manage some out-of-court disposals.

1.2. Staff



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

Good

Key staffing data¹³

Total staff headcount (full-time equivalent, FTE)	51
Number of starters in rolling 12 months	4
Number of leavers in rolling 12 months	4
Average caseload on 04/11/19 for case managers (FTE)	13
Sickness lost days per FTE	8.2

In making a judgement about staffing, we take into account the answers to the following four questions:

Do staffing and workload levels support the delivery of a high-quality, personalised and responsive service for all children and young people?

There are two teams in the service covering the north and south of the city. Each locality has a team manager and practice specialist, who are on the same tier of management but have different roles.

The YJS has a performance and information dashboard, and part of its function is to assist managers in case allocation by detailing the type and complexity of cases. It is also used as a tool to discuss caseloads in supervision with staff. The approximate number of cases for each case manager is 13, and the staff survey, alongside discussions with individuals, evidenced that 74 per cent of staff find their workload or caseload manageable.

Although the service has a stable and experienced workforce, there have been some challenges with sickness absences and maternity cover in the last 12 months. Staff motivation is high, however, and the inspected cases showed evidence that they encourage good engagement and compliance from the child or young person.

Do the skills of YOT staff support the delivery of a high-quality, personalised and responsive service for all children and young people?

The YJS is well served by a range of volunteers, the majority of whom have been serving for a number of years. They comprise a mix of gender, age and ethnicity, and have received a thorough induction and relevant training for their role. They attend twice-yearly meetings, where the YJS updates them on practice and knowledge, and they are given presentations on services such as substance misuse, YJS nurses' role and the activities at the junior attendance centre. Volunteers have mixed views on the quality of work for the referral order panels, with some preferring the previous method of receiving a written report, rather than YJS's current use of a verbal report. They also feel that there is minimal reference to, or engagement with, victims. The volunteers state that they feel listened to and valued by the service, and are comfortable raising issues if required.

¹³ All data supplied by the YOT.

Business support staff report feeling fully integrated into the service, and supervision is regular and positive. They have not received any trauma-informed training, which they feel they would benefit from, although they can access the support of the clinical psychologist if they want to. They also have some concerns about their limited opportunities for career progression to case manager roles.

The YJS has 1.5 FTE seconded probation officers. They oversee the transition arrangements, from the YJS to probation services for young people, and semi-specialist staff within both the National Probation Service (NPS) and the community rehabilitation company pick up transition cases. Although there has been some turnover of senior probation officers in the NPS, in general these processes are well established and viewed as working well.

Two full-time police officers, two police community support officers (PCSOs) and a police staff member are seconded to the YJS. In addition, there is a PCSO in the troubled families team, and there are two police officers seconded to the children in care team and a number of school liaison officers. Supervisory arrangements are good, with a police sergeant and the YJS management team jointly managing officers and staff.

The YJS has a strong health services partnership to support children and young people's emotional, physical, communication and substance misuse needs. There are staff from Nottinghamshire Healthcare NHS Trust and Change, Grow, Live, including two physical health nurses, a newly appointed learning disability nurse and two substance misuse workers, as well as a clinical psychologist, a speech, language and communication therapist and staff from Head 2 Head (a specialist child and adolescent mental health service team).

Case managers and social workers demonstrate a good working knowledge of each other's roles and responsibilities in meeting children and young people's needs, and this supports timely communication and intervention. In some cases, there was evidence of strong single-agency work with children and young people that resulted in positive outcomes. The turnover of children's social care staff for some children, however, has meant frequent changes of social workers, which does not support continuity or allow children to build purposeful relationships with professionals. Although social workers report that caseloads are manageable overall, these remain high, and this has resulted in drift and delay in some cases.

Does the oversight of work support high-quality delivery and professional development?

YJS case managers receive supervision, both from team managers and the practice specialists. Team managers support staff with workload, welfare, training and sickness matters, while the practice specialist focuses on the supervision of cases and case management. Both the team manager and the practice specialist meet the staff member for their appraisal and any other specific issues that need discussing.

The leadership team meets weekly, to share information and have locality team meetings and regular meetings with the heads of service. All staff will meet annually as part of the yearly staff development days.

Seconded staff receive supervision from their home agency, which completes an appraisal. Business support staff presented as motivated and child friendly, and told us that their supervision is regular and positive. There is an induction process for new staff, and there are procedures for addressing staff competency.

Case managers and partnership staff have received training on trauma-informed practice. Access to clinical supervision to support their own vicarious trauma, which

is how they are affected when they engage empathetically with survivors of a traumatic incident, is limited. Following a serious case review, all staff were offered two group and one individual session as part of the youth justice psychology project, and spoke positively about its benefits for their wellbeing and practice. They have limited access to the clinical psychologist for wellbeing and skills support sessions, as the majority of appointments booked are for case consultations with staff prioritising how to help the children and young people, rather than their own wellbeing. Staff expressed a desire to have a clearer pathway to access regular reflective and clinical supervision.

Management oversight is poor for post-court orders, and worse for out-of-court disposals. In our judgement, there was inadequate management oversight in 45 per cent of post-court cases and 65 per cent of out-of-court disposals. In relation to reviewing risk of harm, we found that management oversight requires improvement, as in more than half of post-court cases, managers had approved reviews that were of poor quality. We raised an alert¹⁴ on one out-of-court disposal case owing to concerns about safeguarding, and the YJS resolved these issues during the inspection.

Management oversight of some referrals from the YJS to children's social care services is inadequate. In some instances, there is an absence of effective challenge by the case manager, or their line manager. For example, the YJS did not challenge a decision by children's social care services not to progress a planned statutory review of a child on remand.

Are arrangements for learning and development comprehensive and responsive?

Case managers, social workers and managers have access to a wide range of training, including contextual safeguarding. Partnership staff can access YJS-delivered training, as well as providing training to case managers to ensure they remain informed about current practice and pathways. As well as on-site partnership staff, training is also available to Head 2 Head team members who do not regularly work out of the YJS office. The strong links between the YJS and the wider Head 2 Head team is evidenced by case manager knowledge of their specialisms, and how accessible they are for consultation and referral.

Team and individual training and briefing sessions are held with staff across the partnership, which supports learning and celebrates good practice. The YJS has delivered training to frontline practitioners on child sexual exploitation, and workers have received training on trauma-informed practice, which they highly value. The police officers have received training on child sexual and criminal exploitation, safeguarding and up-to-date officer safety training. YJS team managers are completing management training courses to help their own development.

¹⁴ An individual alert encompasses 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, serious and imminent risk.

1.3. Partnerships and services



A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children and young people.	Good
Children known to the YJS with substance misuse and/or mental health issues	126 (50%)
Children known to the YJS with an education, health and care plan	15 (6%)

In making a judgement about partnerships and services, we take into account the answers to the following three questions:

Is there a sufficiently comprehensive and up-to-date analysis of the profile of children and young people, to ensure that the YOT can deliver well-targeted services?

The YJS has its own dashboard, which gives it access to an excellent suite of data. It includes national and local indicators, and very detailed profiling and analysis of this cohort of young people. This is provided to the Management Board, and it is therefore disappointing that the partnership was not aware of the large number of very young children who are being brought into the service.

Access to shared data across the partnership has strengthened practice – an example being the identification and management of risk across county lines, and the mapping and identification of specific areas where children and young people may be vulnerable to exploitation. These mapping processes inform the work of case managers and help to target bespoke interventions and resources.

The established arrangement for police officers seconded within children’s social care services, underpinned by a clear protocol, has resulted in a sustained reduction in the number of children in care being brought into the criminal justice system unnecessarily, and is good practice.

The YJS board lacks education-related performance management information, and therefore has insufficient understanding of comparative trends and patterns in relation to, for example, exclusion ‘hot spots’, and the proportion of young people not in full-time education and levels of attainment.

Overall, despite the partnership’s comprehensive use of data to target services, methods to evaluate the impact of outcomes for children and young people remain underdeveloped.

Does the YOT partnership have access to the volume, range and quality of services and interventions to meet the needs of all children and young people?

There is an extensive range of partnership activities across the city that are of benefit to children and young people. Collaborative working enables YJS case managers to make referrals to reputable voluntary organisations for specialist support and interventions. This partnership working puts organisations, including the YJS, in a good position to access external funding to support projects across the area.

At a strategic level, there is a range of forums and multi-agency panels that support intelligence sharing to inform the joint response to contextual safeguarding concerns. The activities undertaken across the partnership and wider community demonstrate the established partnership arrangement in analysing trends.

The local authority has heavily invested in the preventative approach that led to the establishment of an Exploitation and Violence Reduction (EVR) Hub in 2018. Workers in the Hub employ resources well and deliver bespoke packages creatively to meet children's and young people's individual needs. It is a challenge across the partnership to ensure that the impact of interventions on outcomes for children and young people is monitored and reviewed within a clear planning framework.

The YJS provides preventative projects to schools, including a knife crime awareness programme which is delivered alongside partner agencies. There is effective work between the YJS and police school-liaison officers, although the partnership needs to do more to understand why children and young people are carrying knives.

There is an impressive range of high-quality services that the YJS can access, and the service itself has a number of good interventions that it delivers to children and young people.

The health partnership arrangement means that emotional mental health and wellbeing pathways, counselling, physical and sexual health, clinical substance misuse services, and wider community health work are available to children and young people attending the YJS. Case managers, however, report challenges in accessing support for young people who continue to be managed by the YJS after their 18th birthday, due to the transition from child and adolescent mental health services to adult community mental health services.

The YJS has a reparation coordinator and several sessional workers who support the variety of reparation projects, including working with a local church, charity shop, garden centre, young people's centre, soup kitchen and wildlife trust. The YJS has a junior attendance centre based in its offices, which is child friendly and offers opportunities for group work and catering, and has dance and music studios. It is intended that children and young people will choose two projects, one in their home location and one where the offence occurred.

There is little evidence of victim engagement, although there is a service level agreement with Victim Care. The process relies on police officers asking victims if they want to be contacted, and there are concerns by staff that the police are not fully aware of what can be offered. As a result, many victims refuse any further contact, and their wishes and needs are not taken into consideration; this limits the opportunities for identifying and delivering restorative justice.

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

Senior managers from the education directorate of Children's Integrated Services have a clear understanding of the work of the YJS. Case managers, however, are not accessing sufficiently the range of specialist educational advice and support available within the directorate. This hinders their ability to advocate for children and young people on school admissions, curriculum entitlement and exclusions. This is relevant as the response of mainstream schools to the needs of children and young people in the YJS cohort is variable. In the better cases, there is good communication between the caseworker and school leaders. This level of cooperation is not always evident, however, and there is wide variation in rates of exclusion, and instances where able young people, removed from mainstream schools to follow an alternative option, were unable to access GCSEs.

There is well-established collaborative working between the YJS and 'Futures', which provides careers information, advice and guidance. Futures practitioners are effective in helping young people access education, training or employment. Partnership arrangements to ensure that young people can access and remain on college courses require improvement, however. Risk assessments and procedures to disclose offences are inconsistently applied, often to the detriment of young people.

Good health services provision in the YJS, combined with clear pathways to access wider community services, mean that many children and young people are assessed and treated promptly on referral by case managers, who have a good understanding of the support available. In addition to the main health partnership services, case managers can access Nottingham CityCare Partnership's behavioural, emotional or mental health pathway for support for children and young people presenting with possible attention deficit, autism spectrum and other behavioural issues.

Core health services are also supported by the work of partner voluntary organisations, including Al-Hurra, which provides counselling services to all children and young people requiring lower-level emotional support, and Passages, which offers desistance-focused peer mentoring. The majority of health services directly accessible to the YJS are quick to respond, with no waiting lists for any provision other than the speech and language therapist, who has a delay of six weeks due to demand.

Case managers and social workers demonstrate an understanding of the local authority's 'continuum of need threshold' document, including extra-familial threats arising from criminal and sexual exploitation, county lines and trafficking. Notwithstanding this, the application of thresholds for safeguarding is not always consistent. In one case, following the YJS case manager referral about welfare and safety concerns for a young person, there was a long delay in children's social care services undertaking an assessment.

The inspection found that the involvement of the YJS led to some inappropriate decisions by children's social care services to take no further action following screening or a social work assessment, when their further involvement would have been appropriate and beneficial. Insufficient consideration is given to the child's known history, age or vulnerability. This means that not all children or young people, including those identified as having learning difficulties or who meet the criteria for statutory involvement, routinely benefit from a coordinated multi-agency response. This is a weakness, in view of the number of cases open to the YJS where there is a known, and often long, history of children's social care services involvement.

There are clear arrangements for the assessment of children and young people who present harmful sexual behaviour, and this supports a consistent and coherent multi-agency approach for those requiring intervention. Most YJS staff have been AIM2-trained, with some due to complete AIM3 training in 2020.

There is a satisfactory process for managing Multi-Agency Public Protection Arrangements (MAPPA) referrals, with regular awareness training provided by the MAPPA coordinator to the YJS staff. Two YJS children were being managed under MAPPA at the time of the inspection.

The feedback from court sentencers is that input from YJS officers in court, and information in pre-sentence reports, demonstrate that proposals for sentencing are personalised and responsive.

1.4. Information and facilities



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.

Good

In making a judgement about information and facilities, we take into account the answers to the following four questions:

Are the necessary policies and guidance in place to enable staff to deliver a high-quality service, meeting the needs of all children and young people?

The YJS has a range of policies and guidance, including relevant safeguarding policies and procedures. Information-sharing protocols are in place across the partnership and there is evidence of a shared understanding of their application. There is an escalation process for use by all partners to resolve any disagreements.

Does the YOT's delivery environment(s) meet the needs of all children and young people, and enable staff to deliver a high-quality service?

The YJS is based in a well-resourced youth centre in the city centre, which enables meetings to take place with children and young people in a variety of indoor and outdoor environments, and supports for them in accessing other on-site activities, including a gym, catering kitchen, music and dance studio, and youth club.

There are limited interview rooms on site, which are shared with a counselling service. Although the rooms are comfortable, they are on an isolated corridor on a floor separate to the YJS offices, and case managers do not have a clear understanding of emergency arrangements, which is concerning. Many appointments are undertaken in the community, however – at the young person's home or in booked rooms in community centres around the city. This ensures that children and young people are able to see staff away from the city centre, which some children do not consider a safe place to visit.

Referral order panels are held at the office base or at local children's and community centres, depending on the location of the child or young person.

Do the information and communications technology (ICT) systems enable staff to deliver a high-quality service, meeting the needs of all children and young people?

YJS case managers have access to the children's social care electronic records system, giving prompt access to information. Children's social care staff's access to the YJS electronic record is too limited, however, and undermines effective information sharing and communication.

There is good information sharing between the YJS and the police, who provide updated intelligence reports regularly to case managers. Although there is a flag facility on the police information technology system to identify children and young people managed by the YJS, this is only used for some children on specific programmes. As this flag automatically notifies the YJS police staff when the child comes into contact with the police, it should be extended to include all children and young people known to the YJS.

Although the Head 2 Head team and physical health nurses are employed by the same NHS trust, they do not have access to each other's electronic records systems, which is a national issue. As a result, the physical health nurses have to input entries sent to them by Head 2 Head, which is time consuming and a potential source of error.

The YJS case management system is too slow, although staff have access to laptop computers and smartphones to help flexible working.

Are analysis, evidence and learning used effectively to drive improvement?

There is a learning culture across the partnership, at both a strategic and operational level. This often translates into good practice, particularly on a single agency basis, although it needs to be further strengthened in joint working arrangements.

There are quality assurance arrangements and evidence of regular case audit, although the deficits in out-of-court disposal work were not highlighted through these processes. Similarly, for those subject to a court order, the review of a child or young person's risk of harm to others is a poor performing area of practice and requires improvement.

Learning from local reviews has resulted in the development of additional services, such as the EVR Hub, the implementation of the child criminal exploitation (CCE) toolkit and the establishment of the CCE panel. Findings from critical learning reviews is disseminated to workers in a format that supports learning across the partnership, services and teams.

The YJS has facilitated university students in carrying out specific research, and work is currently ongoing with Nottingham Trent University to evaluate the knife crime awareness programme.

Involvement of children and young people and their parents/carers

The YJS has very few processes to gather feedback from children and young people, their parents/carers and other stakeholders. There is no systematic approach to analysing their views, in order to influence future service delivery.

2. Court disposals



We took a detailed look at 27 community sentences and 3 custodial sentences managed by the YJS. We also conducted 29 interviews with the relevant case managers. We examined the quality of assessment, planning, implementation and delivery, and reviewing. Each of these elements was inspected in respect of work done to address desistance, and the safety and wellbeing of the child or young person.

For the 26 cases where there were factors related to harm,¹⁵ we also inspected work to keep other people safe. In the 29 cases where there were factors related to safety and wellbeing, we looked at work to keep the child or young person safe. The quality of each factor needs to be above a specified threshold to achieve a particular score.

In this service, over 80 per cent of cases met all our requirements for assessment, and implementation and delivery for desistance, and safety and wellbeing, which has led to our judgement of 'Outstanding' for those elements of work. Between 73 per cent and 79 per cent of cases met all our standards for planning, implementation of services relating to risk of harm to others, and reviewing for desistance, and safety and wellbeing; this has resulted in our judgement of 'Good' for these elements of work.

Professional discretion was applied to the reviewing standard. Only 45 per cent of cases met our requirements for reviewing risk of harm to others, whereas reviewing a child's desistance and their safety and wellbeing had been stronger areas of practice, and has been rated as 'Good'. In addition, as the risk of harm rating related to only one case, professional discretion was applied to increase the rating for the reviewing of post-court cases from 'Inadequate' to 'Requires improvement', reflecting broader evidence on this issue from our discussions with staff and managers.

Assessment is outstanding in all three areas of desistance, risk of harm to others and assessing a child or young person's safety and wellbeing. Case managers consider the child or young person's attitude and motivation, as well as their strengths and protective factors.

Planning is also good in all three areas but did not consistently link directly to the assessment because of the use of mandatory interventions. The mandatory 'one size fits all' approach to delivery of some interventions means that some children and young people receive interventions that are not relevant to their assessment. For example, they all have to complete an intervention on knife crime, irrespective of whether or not there is any evidence that they have been involved in such crime, or carried a knife. They also have to complete an intervention on healthy relationships, which did not appear relevant to the youngest children being dealt with by the YOT. This approach could have a negative impact on a child's motivation if they feel that they have to complete interventions that are not relevant to them as individuals.

Some mandatory programmes were delivered in a group work setting, which is not always conducive to working with children and young people.

Implementation of sentence plans is good overall but is outstanding for a child or young person's desistance, and their safety and wellbeing. Staff reported that they will tailor some mandatory interventions to make them more relevant to the child or

¹⁵ The number of cases quoted here that relate to harm, or safety and wellbeing, is based on the inspectors' rather than the YOS's judgement.

young person, and this was evident in the cases inspected. Reviewing is the poorest area of practice for the post-court cases. Although reviewing a child or young person's desistance, and safety and wellbeing is good, reviewing their risk of harm to others is inadequate. As this is on the cusp of the threshold and relates to one case, professional discretion has been applied and the judgement has been increased from Inadequate to 'Requires improvement'.

The needs and wishes of victims were considered in only 11 of the 20 relevant cases, and there is little evidence that victims have been contacted or their views sought.

Strengths:

- The quality of assessments is outstanding in evaluating desistance, safety and wellbeing, and risk of harm to others.
- The views of the child or young person and their parents/carers are considered as part of the assessment process.
- The implementation and delivery of services to promote a child or young person's desistance, and safety and wellbeing are outstanding.
- Staff focus on maintaining an effective working relationship with the child or young person and their parents/carers.
- Case managers encourage the child or young person's compliance with their court order.

Areas for improvement:

- Implementation and delivery do not always directly link to the assessment because of the use of mandatory interventions.
- The quality of reviewing the risk of harm to others requires improvement.
- Contingency planning to manage the risks to a child or young person's safety and wellbeing, and their risk of harm to others is not considered consistently.
- The needs and wishes of victims are not routinely captured, and opportunities for restorative justice are missed.
- Management oversight of cases subject to reviews of risk of harm to others requires improvement.

Work with children and young people sentenced by the courts will be more effective if it is well targeted, planned and implemented. In our inspections, we look at a sample of cases. In each of those cases we inspect against four standards.

2.1. Assessment



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

Outstanding

Our rating¹⁶ for assessment is based on the following key questions:

	% yes
Does assessment sufficiently analyse how to support the child or young person's desistance?	93%
Does assessment sufficiently analyse how to keep the child or young person safe?	90%
Does assessment sufficiently analyse how to keep other people safe?	90%

Does assessment sufficiently analyse how to support the child or young person's desistance?

In nearly all of the cases inspected, the assessment had sufficient analysis of offending behaviour, including the child or young person's attitudes towards, and motivation for, their offending. In all but one case, staff considered the diversity and wider social context of the child or young person by using information held by other agencies. In 97 per cent of cases, the assessment focused on the child or young person's strengths and their protective factors, and recognised their level of maturity, ability and motivation to change.

The views of the child or young person and their parents/carers were considered in 93 per cent of cases. The needs and wishes of the victim were taken into account in only 55 per cent of the relevant cases, therefore limiting the opportunity for restorative justice.

The factors that are most related to a child or young person's offending are lifestyle, resilience and substance misuse. In 93 per cent of cases, the assessment sufficiently analysed how to address these factors and support desistance.

In one case, an inspector noted:

"The assessment is very comprehensive and clearly highlights, in great detail, factors for and against desistance. A wide range of sources is used to inform the assessment, ranging across self-assessments, education reports, social care records and mental health. The assessment clearly addresses the numerous diversity issues associated with the child and how they should be incorporated into any plan of work being carried out".

¹⁶ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Does assessment sufficiently analyse how to keep the child or young person safe?

In nearly all cases, staff identified and analysed the risks to a child or young person's safety and wellbeing. In 90 per cent of cases, assessments drew appropriately on assessments or information held by other agencies. In all but two cases, staff had given enough attention to analysing the controls or interventions that best promoted the child or young person's safety and wellbeing. Inspectors agreed with the safety and wellbeing classification in 93 per cent of cases.

Does assessment sufficiently analyse how to keep other people safe?

In most cases, assessments identified and analysed any risk of harm to others posed by the child or young person, including identifying who is at risk, and the nature of that risk. Case managers used available sources of information and involved other agencies, where appropriate, in 88 per cent of cases. They considered controls and interventions to manage and minimise the risk of harm to others posed by the child or young person in nearly all cases.

Inspectors agreed with the case manager's assessment of the level of risk of serious harm in all but one case. In 90 per cent of cases, the assessment analysed how to keep other people safe. Overall, the quality of assessments of a child or young person's desistance, safety and wellbeing, and risk of harm to others was judged to be 'Outstanding' in each area.

2.2. Planning



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

Good

Our rating¹⁷ for planning is based on the following key questions:

	% yes
Does planning focus sufficiently on supporting the child or young person's desistance?	79%
Does planning focus sufficiently on keeping the child or young person safe?	71%
Does planning focus sufficiently on keeping other people safe?	75%

Does planning focus sufficiently on supporting the child or young person's desistance?

Overall, planning supported the child or young person's desistance in 79 per cent of the cases reviewed.

¹⁷ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annex 2 for a more detailed explanation.

Case managers set out the services most likely to support desistance in 76 per cent of cases, and in most cases planning took account of the diversity and social context of the child or young person. In the majority of cases, the plan considered the child or young person's strengths and protective factors, and in 86 per cent of cases staff thought about their level of maturity and how that affected their motivation. In nearly all cases, there was evidence that the child or young person, or their parents/carers, had been involved in the planning and their views taken into account. The needs and wishes of victims, however, were not considered in 10 of the relevant 17 cases. **Does planning focus sufficiently on keeping the child or young person safe?**

Overall, planning focused on keeping the child or young person safe in 71 per cent of the cases inspected. The risks to a child or young person's safety and wellbeing were addressed in 68 per cent of cases, and in most cases planning involved other agencies; however, contingency arrangements to manage those risks were not identified in 13 of the 28 relevant cases.

One inspector noted:

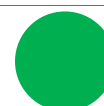
“Planning was evident across social care, the YJS and the placement provider, with the YJS clearly feeding into the overarching and longer-term care plan. Contingency planning within the AssetPlus was sufficient, and planning was reviewed well and in a timely manner, following the change in care placement”.

Does planning focus sufficiently on keeping other people safe?

There was sufficient planning to promote the safety of others in 75 per cent of the cases inspected, and most cases involved other agencies, where appropriate. Planning to address any specific concerns and risks related to actual and potential victims was evident in 71 per cent of relevant cases.

Planning set out the necessary controls and interventions to promote the safety of other people in 79 per cent of cases. Effective contingency arrangements to manage those risks that had been identified, however, were not evident in 11 out of the relevant 28 cases inspected. There was sufficient planning to keep other people safe in 75 per cent of cases and, overall, the quality of planning was judged to be 'Good'.

2.3. Implementation and delivery



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

Good

Our rating¹⁸ for implementation and delivery is based on the following key questions:

	% yes
Does the implementation and delivery of services effectively support the child or young person's desistance?	85%
Does the implementation and delivery of services effectively support the safety of the child or young person?	81%
Does the implementation and delivery of services effectively support the safety of other people?	77%

¹⁸ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Does the implementation and delivery of services effectively support the child or young person's desistance?

Overall, the delivery of services supported the child or young person's desistance in 85 per cent of cases inspected. In 78 per cent of cases, the services delivered were those most likely to support desistance, and nearly all cases reflected the diversity and wider social context of the child or young person. The child or young person's strengths and protective factors were built on in 89 per cent of cases.

In all but three cases, it was clear that staff focused on maintaining an effective working relationship with the child or young person and their parents/carers.

This was demonstrated in one case, where the inspector noted:

“Really good evidence of a positive working relationship between the case manager and the young person. All sessions were attended and the reports, in general, about the young person's engagement were positive. There is also contact with the school and the YJS nurse”.

In 93 per cent of cases, the case manager had encouraged the child or young person's compliance with their court order, and in all but one case enforcement action had been taken when this was appropriate.

Does the implementation and delivery of services effectively support the safety of the child or young person?

The delivery of services to promote the child or young person's safety and wellbeing was evident in 81 per cent of cases, and the case manager had coordinated the involvement of other organisations in nearly all relevant cases. Overall, the implementation and delivery of services effectively supported the safety of the child or young person in 81 per cent of the cases inspected.

Does the implementation and delivery of services effectively support the safety of other people?

Services delivered to keep other people safe, by managing and minimising the risk of harm, was evident in 85 per cent of the cases inspected, although in 5 of the relevant 14 cases, staff had not coordinated the involvement of other agencies. The protection of actual and potential victims had been considered in only just over half of the cases but, overall, the safety of other people was effectively supported in 77 per cent of cases.

2.4. Reviewing



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

Requires improvement

Our rating¹⁹ for reviewing is based on the following key questions:

	% yes
Does reviewing focus sufficiently on supporting the child or young person's desistance?	73%
Does reviewing focus sufficiently on keeping the child or young person safe?	73%
Does reviewing focus sufficiently on keeping other people safe?	45%*

*Professional discretion applied

Does reviewing focus sufficiently on supporting the child or young person's desistance?

Case managers are aware that children and young people's circumstances can change rapidly, and that this can result in an increase, or sometimes decrease, in the likelihood of reoffending, risk of harm to others or risks to their safety and wellbeing.

Reviews resulted in the identification of, and a subsequent response to, changes in the factors linked to desistance in 77 per cent of cases inspected. They built on the child or young person's strengths in most cases and considered their motivation and engagement levels in nearly all cases. The child or young person, and their parents/carers, had been meaningfully involved in the process, and their views taken into account, in 80 per cent of cases.

In the majority of cases, the review led to changes in the plan of work and, overall, 73 per cent of cases focused sufficiently on supporting the child or young person's desistance.

Does reviewing focus sufficiently on keeping the child or young person safe?

As with desistance, the quality of reviewing a child or young person's safety and wellbeing was good. Case managers identified and responded to changes in their safety and wellbeing in 73 per cent of relevant cases. In most instances, information from other agencies had been considered, and the reviewing process had led to the necessary changes in the ongoing plan. Overall, reviewing focused sufficiently on keeping the child or young person safe in 73 per cent of cases.

Does reviewing focus sufficiently on keeping other people safe?

Reviewing risk of harm to others has been rated as 'Requires improvement'. This area of work may have become a paper exercise, rather than something that involves the child or young person, their parents/carers and other agencies. In 7 out of 11

¹⁹ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

relevant cases, the case manager had not identified, or responded to, changes in risk, and in only half of cases had they taken account of information from other agencies. The child or young person and their parents/carers had not been meaningfully involved in reviewing the risk of harm to others, or had their views considered, in 55 per cent of cases. In only two out of eight relevant cases did the reviewing process lead to necessary adjustments in the ongoing plan of work to manage and minimise these risks. Overall, reviewing focused on keeping other people safe in only 45 per cent of cases.

For example, one inspector noted:

“The AssetPlus review was completed too late and although police intelligence checks had been made, which should have indicated an increased risk due to alleged robbery offences, this was not incorporated and included within the reviewed assessment”.

3. Out of court disposals



We inspected 20 cases managed by the YJS that had received an out-of-court disposal. These consisted of 12 youth conditional cautions, and 8 community resolutions; there were no youth cautions. We interviewed the case managers in 17 cases.

We examined the quality of assessment, planning, and implementation and delivery of services. Each of these elements was inspected in respect of work done to address desistance. For the 15 cases where there were factors related to harm,²⁰ we also inspected work to keep other people safe. In the 18 cases where there were relevant factors, we looked at work to ensure the safety and wellbeing of the child or young person. We also looked at the quality of joint working with local police. The quality of each factor needs to be above a specified threshold to achieve a particular score.

In this service, fewer than 50 per cent of cases met our requirements for assessing and planning a child or young person's desistance, assessing, planning and delivering services relating to their safety and wellbeing, and planning and implementing services to reduce their risk of harm to others. This has led to our judgement of 'Inadequate' for those elements of work. For joint working, only 35 per cent of cases met our standards regarding the YJS involvement in the decision-making process, and 50 per cent met our standards for working with the police, which has led to an overall rating of 'Inadequate'.

Implementation and delivery were good for desistance as the offence-focused work was directly linked to the child or young person's desistance from committing a similar further offence. As some of these interventions were mandatory and were based on the offence, however, little consideration was given to the child or young person's safety and wellbeing or their risk of harm to others. In this regard, the individual and specific needs of the child or young person were not taken into account in the assessment, planning, or implementation and delivery of interventions. As a result of this approach, too many interventions were included in the plan, and there was a priority on offence-focused work rather than working with the child or young person to address any safety and wellbeing concerns or the risk they posed to others.

Strengths:

- The implementation and delivery of services to promote a child or young person's desistance are good.
- The screening assessment tool is adequate, although the quality of completion is poor.
- Sufficient focus has been given to developing and maintaining an effective working relationship with the child or young person and their parents/carers.

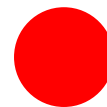
²⁰ The number of cases quoted here that relate to harm, or safety and wellbeing is based on the inspectors' rather than the YOS's judgement.

Areas for improvement:

- Some decisions for youth conditional cautions are made solely by the police, with no consultation with the YJS.
- The panel is not multi-agency and some decisions are made without an assessment of the child or young person.
- Cases coming to the panel are not timely and there is no consistency in the sanctions given.
- The quality of assessment and planning in relation to a child or young person's desistance, and their safety and wellbeing is inadequate.
- Management oversight is poor for post-court orders and worse for out-of-court disposals.
- As some interventions are mandatory and based on the offence, little consideration is given to the child or young person's individual safety and wellbeing needs or their risk of harm to others.
- The wishes and views of victims are not always taken into account before the out-of-court disposal panel meeting and so cannot influence its decisions.
- There is little evidence of the completion of any restorative justice work with young people subject to an out-of-court disposal.

Work with children and young people receiving out-of-court disposals will be more effective if it is well targeted, planned and implemented. In our inspections, we look at a sample of cases. In each of those cases we inspect against four standards.

3.1. Assessment



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

Inadequate

Our rating²¹ for assessment is based on the following key questions:

	% yes
Does assessment sufficiently analyse how to support the child or young person's desistance?	45%
Does assessment sufficiently analyse how to keep the child or young person safe?	45%
Does assessment sufficiently analyse how to keep other people safe?	50%

²¹ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annex 2 for a more detailed explanation.

Does assessment sufficiently analyse how to support the child or young person's desistance?

There was sufficient analysis of offending behaviour in less than half of the cases. The assessment considered the diversity of the child or young person and their strengths and protective factors in only 55 per cent of cases. The child or young person's level of maturity, ability and motivation to change were considered in 60 per cent of cases, and in 70 per cent of cases practitioners had involved the child or young person and their parents/carers in the assessment, and taken their views into account. The needs and wishes of victims had not been considered in 9 of the 14 relevant cases, however, and so opportunities for restorative justice had been lost.

In one case, the inspector noted:

"The assessment is concise. It does not draw on the victim's perspective. It does not consider the child's autistic traits, lack of remorse for his offending behaviour, or the reason he is at the pupil referral unit".

The factors in out-of-court disposals that relate most to a child or young person's offending are lifestyle, self-identity, resilience and substance misuse. In only 45 per cent of cases did the assessment sufficiently analyse how to address these factors and support desistance.

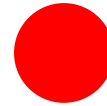
Does assessment sufficiently analyse how to keep the child or young person safe?

As with assessing desistance, assessing a child or young person's safety and wellbeing has also been rated as 'Inadequate'. In only 35 per cent of cases had the risk to their safety and wellbeing been identified and analysed appropriately. Staff had used information from other agencies in less than half of the cases inspected. Inspectors agreed with the safety and wellbeing risk classification in 68 per cent of relevant cases. Overall, the assessment analysed how to keep the child or young person safe in only 45 per cent of cases.

Does assessment sufficiently analyse how to keep other people safe?

Assessing the risk of harm that a child or young person posed to others has been rated as 'Requires improvement'. In 8 out of 16 relevant cases, the assessment identified and analysed the risk of harm to others, including who is at risk and the nature of the risk. The case manager had used available sources of information, including other assessments, to inform their own judgement in just over half of cases. In most cases, the assessment to keep other people safe had been completed within an appropriate period following the start of the out-of-court disposal, and inspectors agreed with the level of risk of harm to others in 74 per cent of cases. Overall, the assessment sufficiently analysed how to keep other people safe in 50 per cent of cases.

3.2. Planning



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

Inadequate

Our rating²² for planning is based on the following key questions:

	% yes
Does planning focus on supporting the child or young person's desistance?	40%
Does planning focus sufficiently on keeping the child or young person safe?	33%
Does planning focus sufficiently on keeping other people safe?	33%

Does planning focus on supporting the child or young person's desistance?

Overall, planning sufficiently supported the child or young person's desistance in 40 per cent of cases. In 55 per cent of cases, staff delivered the services most likely to support desistance, paying attention to appropriate timescales and sequencing. In less than half of the cases, planning took sufficient account of the diversity and wider familial and social context of the child or young person, and in only 40 per cent of cases had it considered their level of maturity and motivation to change. In 60 per cent of cases, staff had not taken account of the child or young person's strengths and protective factors, and in only half of the cases had they and their parents/carers been involved in the planning process.

The needs and wishes of victims had been considered in only 3 out of 12 relevant cases. In nearly all cases, planning was proportionate and interventions could be completed within the appropriate timescale.

Does planning focus sufficiently on keeping the child or young person safe?

In only 7 out of 18 cases did planning promote the safety and wellbeing of the child or young person, and 73 per cent of relevant cases did not include information from other agencies. Contingency arrangements for any changes to the level of risk were only evident in 17 per cent of cases and, overall, planning focused on keeping the child or young person safe in 33 per cent of cases.

One inspector noted:

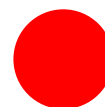
"There is no reference to information from a previous child in need plan, and safety and wellbeing issues are not addressed within either the plan for the youth conditional caution or the AssetPlus plan. Contingency planning is minimal and limited, with no reference to specific actions or timescales".

²² The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Does planning focus sufficiently on keeping other people safe?

Overall, planning that focused on keeping people safe was evident in just 33 per cent of cases. Planning to address the factors related to the risk of harm to others was evident in 40 per cent of cases and involved other agencies in only 36 per cent of relevant cases. Planning contingency arrangements to manage those risks was identified in only 20 per cent of cases, and planning to address concerns related to actual and potential victims was evident in less than half of the relevant cases.

3.3. Implementation and delivery



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

Inadequate

Our rating²³ for implementation and delivery is based on the following key questions:

	% yes
Does service delivery effectively support the child or young person's desistance?	70%
Does service delivery effectively support the safety of the child or young person?	28%
Does service delivery effectively support the safety of other people?	40%

Does service delivery effectively support the child or young person's desistance?

Overall, support for the child or young person's desistance was evident in 70 per cent of the cases inspected. Delivering services to support desistance was a strong area of practice compared with delivering interventions for a child or young person's safety and wellbeing or their risk of harm to others. The service policy of using mandatory offence-focused interventions that relate to the child or young person's offence was directly linked to their desistance from committing a similar further offence. Delivering these interventions, however, took priority over working with a child or young person to address their own safety and wellbeing, or the safety of others.

Interventions to support desistance had been delivered in good time in 60 per cent of cases. They reflected the diversity and wider familial and social context of the child or young person, involving parents/carers in 65 per cent of cases.

Sufficient focus had been given to developing and maintaining an effective working relationship with the child or young person and their parents/carers in 75 per cent of cases. Case managers had encouraged and enabled the child or young person's compliance in nearly all cases, and the delivery of the interventions had been proportionate in all but 6 out of 20 cases.

²³ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Does service delivery effectively support the safety of the child or young person?

Promoting the safety and wellbeing of the child or young person through service delivery was evident in only 28 per cent of cases, and case managers involved other agencies in keeping children and young people safe in only 2 of the 15 relevant cases.

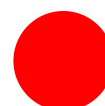
Does service delivery effectively support the safety of other people?

As for keeping other people safe, attention had been given to the protection of actual and potential victims in only 5 of the 14 relevant cases. The interventions sufficiently managed and minimised the risk of harm in only 38 per cent of relevant cases and, overall, the safety of other people was supported effectively in only 40 per cent of cases.

One inspector noted:

“Despite work being completed, no contingency planning is evidenced at this moment in time. There has been no contact with the victim and it also appears that no contact was made with the previous victims of the community resolutions. There is no clear exit strategy and it is concerning that nothing is currently in place to address the unresolved attachment issues and the gap that will be left when the YJS are no longer involved.”

3.4. Joint working



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

Inadequate

Our rating²⁴ for joint working is based on the following key questions:

	% yes
Are the YOT’s recommendations sufficiently well-informed, analytical and personalised to the child or young person, supporting joint decision making?	35%
Does the YOT work effectively with the police in implementing the out of court disposal?	50%

Are the YOT’s recommendations sufficiently well informed, analytical and personalised to the child or young person, supporting joint decision-making?

The recommendations made by the YJS were appropriate and proportionate in 67 per cent of cases, but no recommendation had been made in 5 out of 20 cases. In most cases they considered the child or young person’s understanding of the offence and their acknowledgement of responsibility. In only 8 of the 20 cases, however, was there evidence that the YJS had made a positive contribution to determining the out-of-court disposal.

²⁴ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

It is concerning that in 70 per cent of cases, case managers had not ensured that the child or young person and their parents/carers understood the implications of receiving an out-of-court disposal.

In 50 per cent of cases, the rationale for disposal decisions was appropriate and clearly recorded. Overall, only 35 per cent of the cases showed that the YJS recommendations had been well informed, analytical and personalised to the child or young person, and therefore supported joint decision-making.

Does the YOT work effectively with the police in implementing the out-of-court disposal?

Of the cases that required case managers to report on progress to the police, only 50 per cent had been completed in a timely manner. This suggests that case managers are not aware that feedback is required, and there is no process to support them. In nearly all cases, staff had given sufficient attention to compliance with, and enforcement of, the conditions. Overall, 50 per cent of cases showed that the YJS worked effectively with the police in implementing the out-of-court disposal.

Annexe 1: Methodology

Her Majesty's Inspectorate of Probation standards

The standards against which we inspect youth offending services 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 children and young people who have offended.²⁵

The inspection methodology is summarised below, linked to the three domains in our standards framework. We focused on obtaining evidence against the standards, key questions and prompts in our inspection framework.

Domain one: organisational delivery

The youth offending service submitted evidence in advance, and the corporate director for people and Chair of the Youth Justice Service (YJS) 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 conducted 26 interviews with case managers, asking them about their experiences of training, development, management supervision and leadership. The second fieldwork week is the joint element of the inspection. HM Inspectorate of Probation staff were joined by colleague inspectors from police, health, social care and education. We followed up issues that had emerged from the case inspections. We held various meetings, which allowed us to triangulate evidence and information. In total, we conducted 30 meetings, including with managers, partner organisations and staff. The evidence collected under this domain was judged against our published ratings characteristics.²⁶

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. In some individual cases, colleague inspectors from police, health, social care or education made further enquiries during the second fieldwork week.

We examined 30 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.

²⁵ HM Inspectorate's standards are available here:

<https://www.justiceinspectors.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

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. In some individual cases, colleague inspectors from police, health, social care or education made further enquiries during the second fieldwork week.

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.

Annexe 2: Inspection results

In this inspection, we conducted a detailed examination of a sample of 30 court disposals and 20 out-of-court disposals. In each of those cases, we inspect against four standards: assessment, planning, and implementation and delivery, and reviewing. For court disposals we also look at reviewing, and in out-of-court disposals we look at joint working with the police. 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 children and young people 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 YOT 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 YOT support effective service delivery?</p>	<p>Requires improvement</p>
<p>1.2. Staff</p> <p>Staff within the YOT 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 YOT 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 YOT can deliver well-targeted services?</p> <p>1.3.2. Does the YOT 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>1.3.3. Are arrangements with statutory partners, providers and other agencies established, maintained and used effectively to deliver high-quality services?</p>	<p>Good</p>

1.4. Information and facilities	Good
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 YOT'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	Outstanding ²⁷
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?	93%
2.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	90%
2.1.3. Does assessment sufficiently analyse how to keep other people safe?	90%
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?	79%
2.2.2. Does planning focus sufficiently on keeping the child or young person safe?	71%

²⁷ The score relating to keeping people safe was within five per cent of the rating boundary, providing the opportunity to exercise professional discretion. The YOS scored well for its work to assess desistance, and safety and well-being factors. For this reason, we raised the overall rating for assessment to 'Good' in order to provide a more accurate reflection of its performance.

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? 85%

2.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person? 81%

2.3.3. Does the implementation and delivery of services effectively support the safety of other people? 77%

2.4. Reviewing **Requires improvement**

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? 73%

2.4.2. Does reviewing focus sufficiently on keeping the child or young person safe? 73%

2.4.3. Does reviewing focus sufficiently on keeping other people safe? 45%*

*Professional judgement applied

3. Out-of-court disposals

Standards and key questions **Rating and % yes**

3.1. Assessment **Inadequate**

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

3.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance? 45%

3.1.2. Does assessment sufficiently analyse how to keep the child or young person safe? 45%

3.1.3. Does assessment sufficiently analyse how to keep other people safe? 50%

3.2. Planning	Inadequate
Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	
3.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?	40%
3.2.2. Does planning focus sufficiently on keeping the child or young person safe?	33%
3.2.3. Does planning focus sufficiently on keeping other people safe?	33%
3.3. Implementation and delivery	Inadequate
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	
3.3.1. Does service delivery support the child or young person's desistance?	70%
3.3.2. Does service delivery effectively support the safety of the child or young person?	28%
3.3.3. Does service delivery effectively support the safety of other people?	40%
3.4. Joint working	Inadequate
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?	35%
3.4.2. Does the YOT work effectively with the police in implementing the out-of-court disposal?	50%

Annexe 3: Glossary

AIM2 and AIM3 (Assessment, Intervention and Moving on)	Assessment framework and procedures to assist professionals in working with children and young people who have committed a sexual assault or undertaken harmful sexual behaviour. AIM3 is the more recent version of training.
AssetPlus	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
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 serious harm
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
Contextual safeguarding	This is an approach to safeguarding that responds to children and young people's experiences of harm outside of the home – for example, with peers, in schools and in neighbourhoods
Court disposals	The sentence imposed by the court. Examples of youth court disposals are referral orders, youth rehabilitation orders and detention and training orders
CSE	Child sexual exploitation is a type of child abuse, occurring when a child or young person is encouraged, forced or manipulated to take part in sexual activity for something in return – for example, presents, drugs, alcohol or emotional attention
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, and 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
First-time entrant	A child or young person who receives a statutory criminal justice outcome (youth caution, youth conditional caution or conviction) for the first time
FTE	Full-time-equivalent
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	A term used in AssetPlus. All cases are classified as presenting 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', it 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)
Vicarious trauma	The term used to explain how staff can be affected when they engage empathetically with survivors of traumatic incidents
YJS Management Board	The YJS Management Board holds the YOT to account, to ensure that it achieves the primary aim of preventing offending by children and young people
YOT/YOS/YJS	'Youth offending team' (YOT), is the term used in the <i>Crime and Disorder Act 1998</i> to describe a multi-agency team that aims to reduce youth offending. YOTs are known locally by many titles, such as youth offending service (YOS), youth justice service (YJS) and other generic titles that may illustrate their wider role in the local area in delivering services for children
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
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 Justice Board	Government body responsible for monitoring and advising ministers on the effectiveness of the youth justice system. Providers of grants and guidance to the youth offending teams
Youth rehabilitation order	Overarching community sentence to which the court applies requirements (for example, supervision requirement, unpaid work)



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