



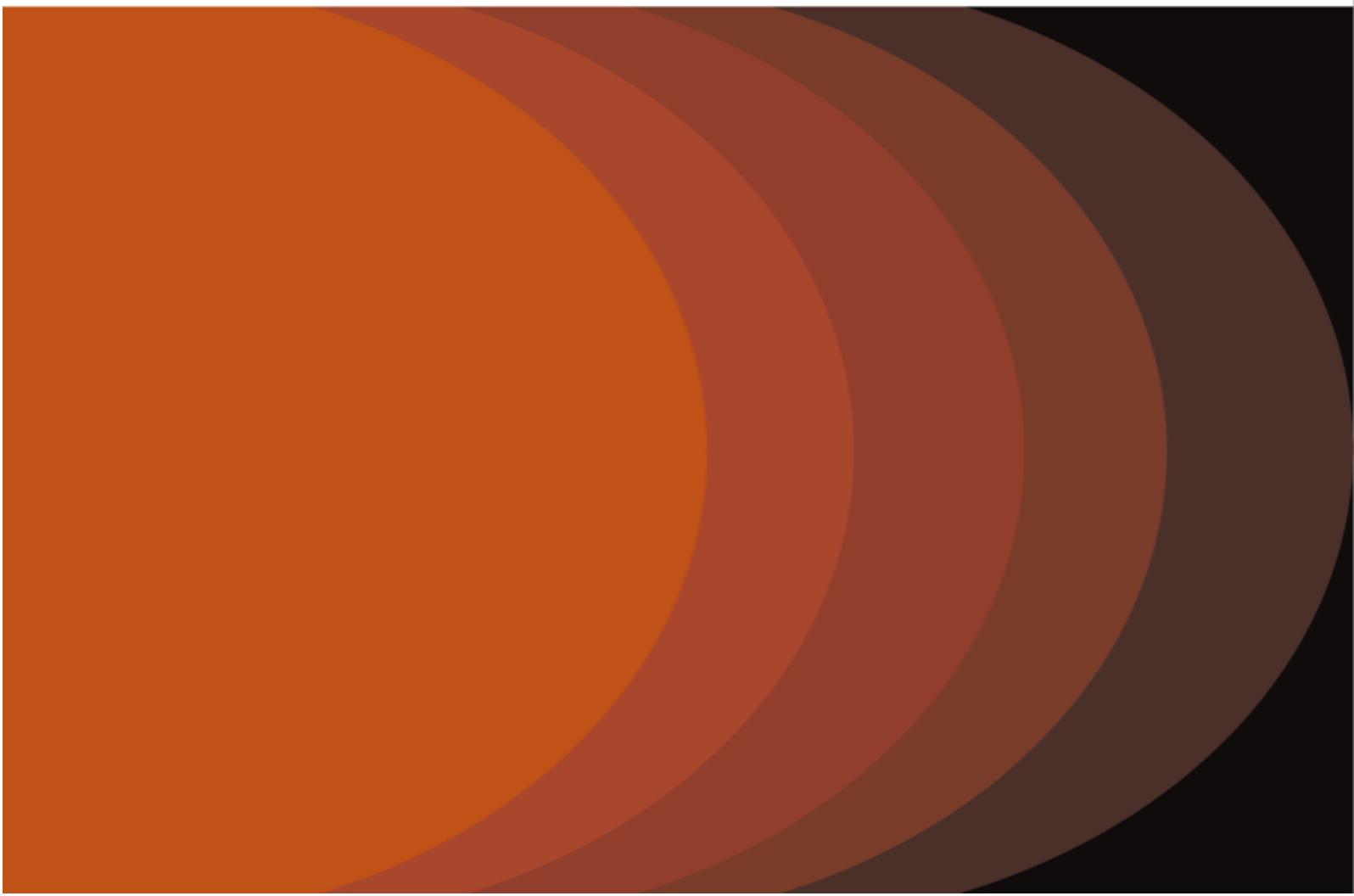
Her Majesty's  
Inspectorate of  
Probation

An inspection of youth offending services in

# Camden

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HM Inspectorate of Probation, May 2020



## **Acknowledgements**

This inspection was led by HM Inspector Vivienne Raine, supported by a team of inspectors and colleagues from across the Inspectorate. 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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## Foreword

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This inspection is part of our four-year programme of youth offending service (YOS) inspections. We have inspected and rated Camden YOS across three broad areas: the arrangements for organisational delivery of the service, the quality of work done with children sentenced by the courts, and the quality of out-of-court disposal work.

Overall, Camden YOS was rated as 'Outstanding' – a great achievement on which it is to be congratulated. It is the first urban area and London borough to be rated 'Outstanding' under our new ratings system and has earned this rating for 9 of our 12 standards, including all those relating to its organisational delivery and work to implement sentences imposed by the courts

Camden YOS is an ambitious organisation. Leaders set high standards. They expect service delivery to be wide-ranging, tailored to the needs of individual children and delivered by competent, well trained and committed practitioners. And they take care to check that they are living up to these high standards. The service is well resourced by the local authority, with small caseloads and a good range of specialist services, including mental health and speech and language experts, to support the children in their care.

Working collaboratively with partners, the YOS has generated a wide range of impressive new initiatives, including a daily, multi-agency risk briefing call; a team of ex-service users paid to act as peer advocates; an enhanced resettlement service for children coming out of custody and the Engage Youth Diversion Programme which has put staff into police custody suites to spot children at risk of criminal exploitation or serious youth violence.

We identified only two areas for improvement in its out-of-court work; the need for better contingency planning and for greater focus on protecting victims. I have made recommendations to this effect and have every confidence the YOS will respond quickly and effectively to them.



**Justin Russell**

Chief Inspector of Probation

## Ratings

Camden Youth Offending Service		Score	31/36
<b>Overall rating</b>		<b>Outstanding</b>	
<b>1. Organisational delivery</b>			
1.1	Governance and leadership	<b>Outstanding</b>	
1.2	Staff	<b>Outstanding</b>	
1.3	Partnerships and services	<b>Outstanding</b>	
1.4	Information and facilities	<b>Outstanding</b>	
<b>2. Court disposals</b>			
2.1	Assessment	<b>Outstanding</b>	
2.2	Planning	<b>Outstanding</b>	
2.3	Implementation and delivery	<b>Outstanding</b>	
2.4	Reviewing	<b>Outstanding</b>	
<b>3. Out-of-court disposals</b>			
3.1	Assessment	<b>Good</b>	
3.2	Planning	<b>Requires improvement</b>	
3.3	Implementation and delivery	<b>Requires improvement</b>	
3.4	Joint working	<b>Outstanding</b>	

## Executive summary

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Overall, Camden YOS is rated as: 'Outstanding'. This rating has been determined by inspecting the YOS in three areas of its 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 who have offended.<sup>1</sup> Published scoring rules generate the overall YOS rating.<sup>2</sup> The findings and subsequent ratings in those domains are described below:

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### 1. Organisational delivery



Camden YOS is well managed. Leaders make strong strategic decisions that enable the YOS to work effectively. The partnership works cohesively to provide children with access to the right services and to keep others safe. Case managers are supported to do good work and, at every level, practitioners and managers are given the autonomy to work creatively to introduce initiatives and practices that achieve the best outcomes. Working with children who live complex lives and increasingly fear for their safety, the YOS strikes a good balance between supporting their desistance and safety and wellbeing, and the need to protect the public and victims.

We interviewed the YOS manager and the chair of the management board. We held meetings with other members of the board and managers and staff of the YOS, including its peer advocates. We gathered the views of other stakeholders, either in person or via a survey, and observed a small number of YOS meetings. Key findings about organisational delivery were as follows:

- The YOS has effective, collaborative leadership and the resources to deliver successfully its ambitious programme of work.
- The YOS uses an intelligent approach to understanding data and information, making sure this is analysed carefully and presented in a format and language that can be easily understood.
- Leaders and practitioners respond energetically to issues and feedback, using an evidence-based approach to find and implement creative solutions.
- The YOS has high expectations for the standard of work it delivers; practitioners are skilled, knowledgeable and supported to meet these.
- The YOS values the families and children with whom it works and involves them in decisions that affect its strategy and day-to-day work.
- Children have timely access to an excellent range of mainstream and specialist services and interventions, created in partnership with colleagues and other providers to meet identified need.

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<sup>1</sup> HM Inspectorate of Probation's standards can be found here:

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

<sup>2</sup> 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 0–36, which is banded to produce the overall rating, as follows: 0–6 = 'Inadequate', 7–18 = 'Requires improvement', 19–30 = 'Good', 31–36 = 'Outstanding'.

- The YOS demonstrates well its strategic commitment to focus equally on desistance, safety and wellbeing and the need to keep others safe.
- There are effective systems in place to evaluate strategic initiatives and understand and address deficits in practice.

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## 2. Court disposals



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We took a detailed look at 13 community disposals and 3 custodial sentences managed by the YOS. We also conducted 15 interviews with the relevant case managers.

We examined the quality of assessment, planning, and implementation and delivery of services. Each of these elements was inspected in respect of work to address desistance. For services to keep the child, or others, safe, we only assess the quality of planning and implementation in cases where we expect meaningful work to take place. For this reason, for work to keep others safe, we assessed the quality of planning and implementation in 15 out of 16 cases. Similarly, for work to keep the child themselves safe, we assessed the quality of planning and implementation in 15 cases. The quality of the work undertaken needs to be above a specified threshold for each aspect of supervision to be rated as satisfactory.

In this YOS, the fact that more than 80 per cent of cases we inspected met all our requirements for assessing, implementation and delivery and reviewing led to our judgements of 'Outstanding' for these elements of work. Planning was originally given a rating of 'Good'. However, following the meeting of our internal ratings panel, we used professional discretion to increase this to 'Outstanding'.<sup>3</sup>

Our key findings about court disposals are as follows:

- The YOS focused on making sure that each child was treated as an individual, with service provision tailored to meet their specific needs.
- Practitioners used a trauma-informed approach to their work, working with families, colleagues and relevant partners to understand the lived experience of children.
- Children had access to an excellent range of professional support, offending behaviour interventions and activities to increase their skills and to facilitate community integration.
- Resettlement planning was thorough and tailored to the individual needs of the child.
- Specialists based in the YOS, such as the sexual health worker, speech and language therapist and child and adolescent mental health service (CAMHS) workers, were involved at each stage of a case, providing assessments, consultation to case managers and one-to-one sessions with children.

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<sup>3</sup> For planning, at least 80 per cent of the cases met our standards for work relating to desistance, and safety and wellbeing, and 73 per cent our standards relating to keeping others safe. Overall, planning to keep others safe was sufficient except in relation to contingency measures, which needed to be recorded more effectively. Because of the overall strength of work to meet this standard, and the relatively small sample size, the ratings panel agreed to exercise professional discretion to agree an overall rating for planning of 'Outstanding'.

- Case managers worked with the police and families to introduce and monitor control measures, using information and intelligence provided by partners and daily risk briefings to help address risk of harm.
- Victims were given due regard during assessment, planning and service delivery.

But:

- Contingency planning was not recorded well enough.

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### 3. Out-of-court disposals



We inspected ten cases managed by the YOT that had received an out-of-court disposal. These consisted of five youth conditional cautions and five youth cautions. We interviewed the case managers for all ten cases.

We examined the quality of assessment, planning, and implementation and delivery of services. Each of these elements was inspected in respect of work to address desistance. For services to keep the child, or others, safe, we only assess the quality of planning and implementation in cases where we expect meaningful work to take place. For this reason, for work to keep others safe, we assessed the quality of planning and implementation in seven of the ten cases. For work to keep the child themselves safe, we assessed the quality of planning and implementation in six cases. The quality of the work undertaken needs to be above a specified threshold for each aspect of supervision to be rated as satisfactory.

In this YOS, at least 80 per cent of cases met all our standards for desistance and work to keep the child safe. Assessment, planning, and implementation and delivery in relation to work to keep others safe were not as strong.

At least 70 per cent of assessed cases met all our standards relating to assessment, earning the YOS a rating of 'Good'. Less than 60 per cent met all our standards for planning and implementation and delivery, and these elements of work were rated as 'Requires improvement'. The ratings for planning and implementation and delivery related to a small sub-sample of cases, and we considered applying professional discretion. However, we decided against this, as the areas for improvement related to work to protect victims. More than 80 per cent of cases met our standards relating to joint work, and this work was therefore rated 'Outstanding'.

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

- Practitioners were knowledgeable and interested in the lived experience of children.
- The YOS took a fully inclusive approach with partners, colleagues, families and children to make sure the appropriate disposal was delivered and implemented effectively.
- Out-of-court disposal work was delivering positive outcomes for children.
- The YOS consistently delivered the services that staff assessed were needed to support desistance.
- Case managers advocated well to support the safety and wellbeing of children.
- Work to address criminal exploitation had a high profile and the YOS made use of appropriate procedures to strengthen its ability to keep children safe.

- Children were able to access an extensive range of mainstream and specialist services, tailored to meet their needs, within an appropriate timescale.

But:

- The YOS was not doing enough to protect victims.
- Contingency planning was not always tailored to the needs of the case or recorded well enough.

## Recommendations

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

**Camden Youth Offending Service should make sure that:**

1. contingency planning is tailored to the needs of individual cases, recorded appropriately and shared effectively with partners
2. in out-of-court work, case managers work with partners to put in place appropriate measures to protect identified victims.

## Background

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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 multi-disciplinary, to deal with the needs of the whole child. They are required to have staff from local authority social care and education services, the police, the National Probation Service and local health services.<sup>4</sup> Most YOTs are based within local authorities; however, 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 (YJB) provides some funding to YOTs. It also monitors their performance and issues guidance to them about how things are to be done.

Camden is an ethnically diverse borough in the north west of London. Nearly half the children living in Camden are of black or minority ethnic heritage.<sup>5</sup> More than one-third live in low-income families.<sup>5</sup>

At the time of our inspection, as in other areas, the overall proportion of children in Camden entering the criminal justice system was very small – just 59<sup>6</sup> first-time entrants in a total youth population of 21,377 – with an even smaller number (7) in custody.<sup>7</sup> Reoffending rates and the numbers being given custodial sentences were decreasing. The recorded level of youth violence and knife-related offending had also fallen in the borough between 2018 and 2019.<sup>8</sup> The YOS's caseload had varied between 55 and 65 during the 12-month period prior to our inspection. However, it had decreased to 41 by the time that we announced our visit,<sup>8</sup> and we reduced our sample size to reflect more accurately the current work of the YOS.

While there has been an overall decrease in the number of cases managed by the YOS, the gravity of serious youth violence and the number of offences attributed to those who reoffend have increased.<sup>5</sup> Serious violence, child exploitation, drug-related activity, and the disproportionality of children of black and minority ethnic heritage involved with the criminal justice system are among the key challenges for the YOS. The YOS is working with children who live complex lives and, increasingly, fear for their safety.

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<sup>4</sup> The *Crime and Disorder Act 1998* set out the arrangements for local YOTs and partnership working.

<sup>5</sup> Camden local authority data.

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

<sup>7</sup> Youth Justice Board. (2019). Use of custody, July 2018 to June 2019.

<sup>8</sup> Data provided by Camden YOS.

## Contextual facts

<b>276</b>	First-time entrant rate per 100,000 in Camden <sup>9</sup>
<b>260</b>	First-time entrant rate per 100,000 in London
<b>222</b>	First-time entrant rate per 100,000 in England and Wales
<b>45.9%</b>	Reoffending rate in Camden <sup>10</sup>
<b>39.2%</b>	Reoffending rate in England and Wales
<b>0.33</b>	Number of offenders sent to custody per 1,000 of the population of 10–17-year-olds in Camden <sup>11</sup>

### Population information

<b>262,226</b>	Total population in Camden <sup>12</sup>
<b>21,377</b>	Total youth population (10-17 years) in Camden <sup>14</sup>
<b>7,741</b>	Total black and minority ethnic youth population in Camden (Census 2011) <sup>13</sup>

### Caseload information<sup>14</sup>

Age	10–14	15–17
Camden YOS	18%	82%
National average	24%	76%
Race/ethnicity	White	Black and minority ethnic
Camden YOS	38%	62%
National average	71%	26%

<sup>9</sup> Youth Justice Board. (2019). First-time entrants, April to March 2019.

<sup>10</sup> Ministry of Justice. (2019). Proven reoffending statistics, October 2016 to September 2017.

<sup>11</sup> Data provided by Camden YOS.

<sup>12</sup> Office for National Statistics. (2019). UK population estimates, mid 2018.

<sup>13</sup> Office for National Statistics. (2012). Census 2011, December 2012.

<sup>14</sup> Youth Justice Board. (2019). Youth Justice annual statistics: 2017 to 2018.

Gender	Male	Female
Camden YOS	81%	19%
National average	84%	16%

#### Additional caseload data<sup>15</sup>

41	Total caseload
27 (66%)	Current caseload on community sentences
4 (10%)	Current caseload in custody
1 (2%)	Current caseload on licence
7 (17%)	Current caseload with youth caution
2 (5%)	Current caseload with youth conditional caution
19 (46%)	Current caseload with out-of-court disposal
22 (54%)	Current caseload subject to court disposal
2 (4%)	Current caseload 'looked after children' resident in the YOS area
6 (14%)	Current caseload 'looked after children' placed outside the YOS area
2 (6%)	Current caseload with child protection plan
7 (16%)	Current caseload with child in need plan
8 (19%)	Current caseload aged 16 and under not in school/pupil referral unit (PRU)/alternative education
8 (19%)	Children aged 16 or under in a PRU or alternative education
17 (42%)	Current caseload aged 17 or over not in education, training or employment

#### For children subject to court disposals:

Offence types <sup>16</sup>	%
Violence against the person	63%
Robbery	13%
Theft and handling stolen goods	6%
Criminal damage	6%
Drug offence	13%

<sup>15</sup> Data supplied by the YOS, reflecting the caseload at the time of the inspection announcement.

<sup>16</sup> Data from the cases assessed during this inspection.

# 1. Organisational delivery



Camden YOS is well managed. Leaders make strong strategic decisions that enable the YOS to work effectively. The partnership works cohesively to provide children with access to the right services and to keep others safe. Case managers are supported to do good work and, at every level, practitioners and managers are given the autonomy to work creatively to introduce initiatives and practices that achieve the best outcomes. Working with children who live complex lives and increasingly fear for their safety, the YOS strikes a good balance between supporting their desistance and safety and wellbeing, and the need to protect the public and victims.

## Strengths:

- The YOS has effective, collaborative leadership and the resources to deliver successfully its ambitious programme of work.
- The YOS uses an intelligent approach to understanding data and information, making sure this is analysed carefully and presented in a format and language that can be easily understood.
- Leaders and practitioners respond energetically to issues and feedback, using an evidence-based approach to find and implement creative solutions.
- The YOS has high expectations for the standard of work it delivers; practitioners are skilled, knowledgeable and supported to meet these.
- The YOS values the families and children with whom it works and involves them in decisions that affect its strategy and day-to-day work.
- Children have timely access to an excellent range of mainstream and specialist services and interventions, created in partnership with colleagues and other providers to meet identified need.
- The YOS demonstrates well its strategic commitment to focus equally on desistance, safety and wellbeing and the need to keep others safe.
- There are effective systems in place to evaluate strategic initiatives and understand and address deficits in practice.

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.

Outstanding

### Key data<sup>17</sup>

Total spend in previous financial year	£2,872,672
Total projected budget in current financial year (2019/2020)	£2,812,040
of which, contribution from MoJ	£610,412

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?**

The YOS's strategic vision reflects Camden's overarching ambition for children, that 'everyone gets the chance to succeed and no one is left behind'. This vision is well known and embedded into the culture of the service.

The YOS's progress against its three-year strategic plan is impressive. The plan outlines the shared priorities of the YOS, its partners and the community, such as reducing serious youth violence, the prevalence of criminal child exploitation and disproportionality of representation by children of black and minority ethnic heritage.

The Youth Offending Partnership Board (YOPB) actively enables the YOS to achieve its vision and meet its commitment to the children with whom it works, providing effective leadership, ambition and governance to the YOS.

The YOPB is closely aligned to the borough's Community Safety Partnership Board, and meets on the same day. The compatibility between the YOPB and Community Safety Partnership Board helps to align priorities and enhance joint work to achieve these. However, the YOPB, recognising the need to focus on the specific and often complex needs of its children, has protected its own identity by having its own chair and meetings.

Board members are influential within and outside the board, and this strengthens the YOS's profile among external agencies. There is broad representation, including by councillors and a local youth court magistrate, at meetings. This helps to drive the YOS's ambitious partnership agenda.

The chair of the board is well established. As the deputy chief executive for the local authority and executive director for the supporting people and children's services, he is in a position within the local authority to strengthen the YOS's service provision and impact. He models well his vision that the board be both 'curious and ambitious'.

<sup>17</sup> Data provided by the YOS.

The board strikes an appropriate balance between its strategic role and its focus on the quality of YOS practice, playing an active role in community consultations to help identify what works well and shape the future of the YOS's service provision.

The YOPB receives the information it needs to have effective governance of the YOS. It is provided with reports on the quality of case management and performance against key national and local indicators. These are supplemented with in-depth analysis reports that draw on the cases being managed by the YOS, helping board members to understand the service's work and the lives of its children. Such reports have helped to shape strategic priorities and led to the introduction of YOS and partnership initiatives to help meet these.

### **Do the partnership arrangements actively support effective service delivery?**

The strong partnership with the police, children's social care services and health has enabled the YOS to implement innovative initiatives, some with other London boroughs, to help address priority concerns. These include tackling the disproportionate percentage of children of black and minority ethnic heritage entering the criminal justice system, and the need to provide enhanced resettlement support to children at risk of perpetrating, or who have committed, serious violent offences.

The YOS is part of a larger multi-disciplinary Integrated Youth Support Service (IYSS), in which a good range of specialist services sit, some of which are embedded in the YOS. Effective resourcing enables YOS workers to access early help and family interventions; education, training and employment; substance misuse, mental and sexual health and specialist disability services; and speech and language therapists in a timely way.

### **Does the leadership of the YOT support effective service delivery?**

Board members and YOS leaders exude confidence and enthusiasm for the service. They are visible among operational staff, YOS children and the community, and participate actively in community events and initiatives.

YOS leaders have set a culture of high expectations for the quality of work with its children and have made sure that the structure and resourcing of the organisation support practitioners to fulfil these.

Team managers have the autonomy and funding to help implement and test new YOS initiatives. YOS staff are encouraged to share their views and ideas for innovative working at team meetings, practice forums, and youth justice planning events. Some of these have led to changes in practice. For example, referral order documentation was amended to reflect feedback from practitioners, and the YOS is working towards AQA<sup>18</sup> accreditation for its Intensive Supervision and Surveillance (ISS) programme and reparation activities because of the aspirations of operational managers.

Leaders focus equally on the safety and wellbeing of the children with whom the YOS works and the need to keep others safe. The recent introduction of the IYSS's youth disorder/violence and gangs team is a good example of the leadership's dynamic response to an increase in serious youth violence in Camden. The team includes an analyst who provides detailed reports to the YOPB that help inform its decision-making.

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<sup>18</sup> AQA is a registered charity providing education and training accreditation and examination board services across England, Wales and Northern Ireland.

The vast majority of those responding to our Camden YOS staff survey said that they are sufficiently updated on strategic issues and the YOPB's activities.

## 1.2. Staff



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

Outstanding

### Key staffing data<sup>19</sup>

Total staff headcount (full-time equivalent, FTE)	34
Total number of case managers	8
Vacancy rate (total unfilled posts as percentage of total staff headcount)	9%
Vacancy rate case managers only (total unfilled case manager posts as percentage of total case manager headcount)	7%
Average caseload, case managers (FTE equivalent)	6 <sup>20</sup>
Average annual working days sickness (all staff)	1.66
Staff attrition (percentage of all staff leaving in 12 month period)	20%

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?**

Caseloads are actively managed. A workload calculator tool helps to assess case managers' capacity for additional work. Allocation decisions are made collectively by team managers, who consider case managers' specialisms, availability, skills and experience and workloads.

Case managers work with children with complex needs and their caseloads are set at a level to help them do this effectively. Advanced practitioners have a protected caseload to provide time for their additional specialist roles.

Operational staff and managers consider they have busy but reasonable workloads. At the time of our inspection, the YOS had a team lead and a case manager vacancy, and one case manager with a reduced workload. As a result, some case

<sup>19</sup> Data supplied by YOS and reflecting staffing at the time of the inspection announcement.

<sup>20</sup> Data supplied by YOS, based on staffing and workload at the time of the inspection announcement

managers had a caseload of 9 or 10. Of the staff responding to our survey, 95 per cent who hold a caseload said their workload was manageable.

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

The YOS staff are ethnically diverse; at the time of our inspection 48 per cent were of black and minority ethnic heritage. This reflected well the ethnicity of children living in the borough and known to the YOS. Most of the staff coming into contact with service users were female. This gender imbalance is a common feature in YOS staffing and one that leaders acknowledge they would like to address.

The YOS retains a healthy mix of established and newer staff that helps it to combine fresh ideas with local experience. Case managers are expected to hold either a social work or youth justice qualification and they advised the inspectorate that they feel sufficiently experienced and qualified to manage their most complex cases.

The local authority finds it difficult to recruit and retain its qualified staff. In response, the YOS is working with London Metropolitan University to develop degree and apprenticeship programmes so that it can 'grow' its own qualified practitioners. Although a small organisation, the YOS has created an advanced practitioner post, which allows staff to specialise, for instance overseeing the peer advocates, and supports advancement within the organisation.

#### **Notable practice example:**

The YOS introduced its peer advocate scheme in 2017. There are three peer advocates, who are paid employees of Camden local authority and have all previously been service users in the YOS. Peer advocates help to develop programmes, review and improve interventions and harness and share feedback from children supervised by the YOS. Although other YOS have similar schemes, this innovative initiative is structured so that the advocates are fully integrated into the workforce, attending training and development with their colleagues and subject to formal performance policies, to support their career progression.

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

Practitioners discuss cases and share ideas at team meetings, practice forums and in the more relaxed setting of Bring and Share lunches. Case managers receive support on individual cases during clinical case consultations (CAMHS-led discussions to help identify, and plan a meaningful response to, the needs of the child and family) and monthly management supervision meetings. All of those responding to our survey were positive about the quality of their supervision. 'Diversity' has recently been added to the standing agenda for these meetings to enhance case managers' ability to understand and address the needs of the children with whom they work.

Of the staff who should have had an appraisal, 63 per cent said this was valuable. However, over one-third advised that they should have had an appraisal but this was yet to be done.

The YOS has a range of measures in place to assess and improve the quality of its case management. These are embedded well and have achieved positive outcomes.

Case managers are encouraged to be professionally curious with the children with whom they work and managers check how well they work with their specialist colleagues to more fully understand and address their issues.

Case managers are familiar with the case management quality assurance process and advised inspectors that feedback on their performance had helped improve their practice.

Operational managers have clear guidance relating to their oversight of practice. A recent audit of the quality of casework supervision highlighted an improvement in this practice from the previous year; 75 per cent of cases measured positively against the audit criteria.

### **Are arrangements for learning and development comprehensive and responsive?**

The YOS promotes and values a culture of staff learning and development.

Practitioners have the time to attend training and development opportunities. Almost all staff consider that their training and development needs are met.

The YOS sees itself as a ‘psychologically informed’<sup>21</sup> organisation. This is borne out in its approach to case management. Practitioners have attended case formulation<sup>22</sup> training and learning events to help them understand and implement this approach. The YOS also facilitates clinical case consultations to support case managers’ analyses and decision-making.

Case managers have access to informal learning opportunities, such as practice forums and team events. They can also attend training facilitated by partners, for instance Camden Children Safeguarding Partnership.

### **1.3. Partnerships and services**



A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children.	Outstanding
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Percentage of current caseload with mental health issues <sup>23</sup>	12%
Percentage of current caseload with substance misuse issues	61%
Percentage of current caseload with an education, health and care plan	18%

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, to ensure that the YOT can deliver well-targeted services?**

The YOPB receives detailed needs assessments to help its members understand and plan to address areas for service development. This provides assurance that the

<sup>21</sup> The psychologically informed approach is a method of working with individuals with complex needs that takes account of their environment, thinking, emotions and lived experience.

<sup>22</sup> This focuses on a trauma-informed and relationships approach, identifying with the child the predisposing, precipitating, perpetuating and protective factors relating to their behaviour (see <https://www.youtube.com/watch?v=PTsPdMqVwBg&sns=em>).

<sup>23</sup> Data supplied by YOS.

YOS is taking an evidence-based approach to service provision and that resources are targeted to maximise the opportunity for change.

In addition to focusing on national and London priorities, some needs are identified in response to anecdotal evidence and feedback, and others through the analysis of the YOS's performance against national and local key indicators.

The YOS understands the demographics and patterns of offending behaviour of the children with whom it works. Having identified issues, leaders work with partners creatively to address them.

Children of black and minority ethnic heritage are disproportionately represented among those receiving the more severe or intensive sentences, including custodial sentences, and more likely to be remanded than their white counterparts. The YOS has committed itself to addressing this, incorporating this issue into its youth justice plan. It convened and chairs an inter-borough London group to help understand and address relevant issues. It is working with the Mayor's Office for Policing and Crime (MOPAC) to develop an action plan for London to address disproportionality based on ethnicity. Camden YOS has produced a leaflet for children from black and minority ethnic backgrounds to improve their opportunities to be offered an out-of-court disposal. With funding from MOPAC, the Engage project supports children who are at risk of committing serious violent offences. The YOS is working with Highbury Corner Youth Court to scrutinise remand decisions to help address disproportionality issues. All practitioners have attended training in disproportionality and unconscious bias, and the YOS is trying actively to recruit referral panel volunteers with a black and minority ethnic heritage.

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

Camden YOS has adopted a wholly collaborative model of working. Children have timely access to specialists in, for example, speech and language, substance misuse, mental and physical health, and pre- and post-16 education, training and employment services. These specialists also provide advice to case managers on a consultative basis, and there was evidence of the benefits this brought to the children working with the YOS.

In Camden, resources are allocated on the basis of assessed need, and leaders respond positively to evidence that further resources will benefit the quality of the YOS's service provision. The borough has protected services for children and retained its youth service and a parenting worker.

Operational staff and managers are encouraged to think creatively about service provision and are able, where appropriate, to access funds to develop and test new initiatives. An example of this is the YOS's knife crime resource, developed with children, which includes an online quiz and video. Another is the introduction of an accredited online education service to enhance the YOS's ISS provision for 16- to 18-year-olds, which has helped to increase the youth magistrates' confidence in the ISS sentence requirement.

The YOS's understanding of the potential for Camden's children to be criminally exploited has led to a coordinated, holistic approach to address this. In addition to the specialist contribution of the IYSS's youth disorder/violence and gangs team, and advanced practitioner, the YOS has created and introduced a child criminal exploitation screening, planning and intervention pathway. Supported by mandatory training, this pathway helps case managers understand the risks relating to individual children and to take appropriate action.

YOS services are evaluated appropriately. This includes the benefits of specialist workers, such as the speech and language therapist, and new interventions and initiatives, such as the enhanced constructive resettlement project.

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

Case managers work closely with the YOS's parenting worker, early help colleagues and children's social workers to provide a whole-family approach to their work.

Partnership working has led to key initiatives to reduce custody and first-time entrants' rates, and to address serious youth violence and, indirectly, black and minority ethnic disproportionality issues.

**Notable partnership practice example one:**

In March 2019, Camden YOS, in partnership with New Horizons Youth Centre and Camden & Islington NHS Foundation Trust, introduced the enhanced constructive resettlement (ECR) initiative. The aim of the project is to help children in custody develop a prosocial self-identity and to support them to resettle successfully into the community.

Two ECR workers meet weekly with children in Feltham Young Offenders Institution (YOI), Cookham Wood YOI and Medway and Oakhill secure training centres who have been, or are at risk of being, sentenced to custody. They maintain contact after release.

The scheme focuses on children between 16 and 18 years of age but support can continue as they transition to adult services. Within two months the ECR workers had had 55 contacts with 10 children.

**Notable partnership practice example two:**

Camden YOS and the Metropolitan Police introduced The Camden Engage Youth Diversion Programme in February 2019. The project aims to work with children in police detention locally to identify factors relating to serious youth violence and child exploitation. Trained practitioners are based in these custody suites in order to provide a quick response and offer evidence-based and, where possible, family-focused interventions. In the first 3 months, the Engage team made contact with 80 children and 47 families.

**Notable partnership practice example three:**

Risk briefings take place daily, in the form of a conference call, between a YOS manager and the police. Serious Youth Violence, the MASH, Youth Early Help, children's social care services, community safety, housing and a child sexual exploitation representative are all encouraged to participate in these calls.

The briefings are used for the police to share general intelligence relating to incidents in the borough; intelligence and information relating to public protection and the safety and well-being of children known to the YOS; and details of children who have been or are in custody in local police stations.

The briefings are supported by an information-sharing agreement and guidance on the implementation of actions agreed as a result of the information shared.

YOS staff work closely with their police colleagues, who provide the lead for Camden's out-of-court disposal process. The out-of-court disposal decision-making panel meets weekly. Although the panel recognises the need to deliver out-of-court

disposals in a timely way, it will, when relevant, defer a decision in order to liaise with relevant partners, placing the need for appropriate outcomes over the need for speed.

The YOS has access to a range of constructive reparation activities and tries to allocate children to projects that match their interests and help develop their skills. Activities include helping at music venues, carpentry, gardening, supporting football training sessions, reception duties, and creating mosaic tiles.

The youth courts work closely with the YOS; they are represented on the YOPB and have participated in a YOS event to help reduce remands. The YOS operations staff and peer advocates attend court user meetings to share information and increase the courts' understanding of services and their impact. The YOS also makes sure that its court practitioners are kept up-to-date about the youth courts, ISS and related practice issues via regular newsletters from their team manager.

Although caution should be exercised in reviewing the performance information for a YOS with a caseload the size of Camden's, national data indicate that first-time entrants, reoffending (binary and frequency) and custody rates for children are falling in Camden. Local data suggests that remands are at their lowest level since 2016/2017.

### **Involvement of children and their parents and carers**

The YOS actively seeks the views of children and their parents/carers, and their involvement in the development of services. For example, families working with the YOS are invited to open evenings and consultation events to learn about the YOS's work and help identify priorities for the YOS's strategic plan.

The peer advocates are an active presence in the YOS. They attend group programmes and activities to encourage the engagement of children and to gather their views and ideas about services delivered by the YOS. These are fed to their manager and, on occasion, directly to the YOPB.

Children can provide their views and outline their experience of working with the YOS through its online survey 'Have your say'. The peer advocates have recently designed a questionnaire that can be used by practitioners during face-to-face appointments to encourage children to provide their feedback.

The YOS developed a shadow YOS management board, with representation from children across Camden. This ran from 2018 to 2019, when an evaluation highlighted that children found this approach too formal. The YOS is now looking at alternative ways to feed children's views into the governance and decision-making functions of the YOPB.

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## 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.

Outstanding

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 quality service, meeting the needs of all children?**

YOS staff have ready access to the IYSS intranet. This holds policies and guidance, including a directory of interventions and services. Practitioners understand the policies and procedures supporting their role and how to access services from partners and providers.

Case managers are confident that they can supplement the documented guidance available by consulting with their colleagues. They value the team approach to practice and to supporting each other.

YOS workers have access to a comprehensive handbook that was updated in December 2019. This provides information and guidance relating to corporate and operational functions of the YOS.

### **Does the YOT's delivery environment(s) meet the needs of all children and enable staff to deliver a quality service?**

The YOS offices are centrally located in the borough and serviced by a good public transport network. However, interventions, referral order panels and appointments take place in a range of premises to meet the needs of the children.

The YOS is currently accommodated in one of the council's large public access buildings (the Crowndale Centre). Although the YOS has access to dedicated interview rooms, these are neither entirely private nor sound proofed. However, case managers are mandated to undertake regular home visits. They are also expected to work from community hubs/youth centres where appropriate. This serves a dual purpose of working in an accessible and child friendly environment, and introducing children to the activities provided by the youth service.

Case managers complete safety questionnaires with children. This helps to identify their concerns relating to places, other children and gangs. This information is used effectively to arrange appointments that address these issues.

Staff adhere to a lone working policy that includes tips for keeping safe when working alone. Interview rooms in the YOS building are fitted with panic alarms.

### **Do the information and communication technology (ICT) systems enable staff to deliver a quality service, meeting the needs of all children?**

The IYSS's resource/operations team provides IT support and a range of performance data and reports, both routine and requested on an ad-hoc basis.

Every case manager has a laptop and mobile phone with internet access, and all those responding to our Camden staff survey said that the IT system helped them do their job quite or very well.

## **Is analysis, evidence and learning used effectively to drive improvement?**

Camden YOS has an inexhaustible appetite for improvement. Leaders at all levels work enthusiastically and efficiently to explore and understand issues affecting children and develop services and projects to help address these. These include the masculinity and knife crime interventions, diversionary activities in police cells, enhanced resettlement to protect children from violent offending, the setting up of the new gang's team, the paid peer advocate scheme, and the package of initiatives to address disproportionality.

The service takes an evidence-based approach to its development work, making sure new initiatives are properly evaluated. This work is supported by dedicated specialist youth safety and child exploitation analysts. However, it also values the qualitative information it receives from the families with whom it works, staff and volunteers. The vast majority of staff and volunteers felt their views were listened to and acted on.

A quality improvement officer and quality and performance group oversee the YOS's case audit process, which seeks to understand issues as they arise and feeds into the YOS's improvement plan.

Data from a range of sources, including the Police National Computer, partners and national and local key performance indicators, is used to understand the YOS's performance in relation to YOS of similar size and demography. Staff and managers are all familiar with 'Stat Monday' reports that are used to monitor and support adherence to national and local expectations, for instance completion of the safety questionnaire and home visits.

Data is not seen as an end in itself. A process is in place to make sure it is transposed into reports that make sense to YOS leaders and used to enhance service provision. As an example, data showed that children given referral orders were often offending before their panels were convened. To address this, the YOS increased the level of contact before the panel date, and reoffending rates in this group of children decreased.

YOS leaders respond well to new information, sharing the learning with YOPB and incorporating this into their strategic decisions. The YOS, for example, drew on the joint HMI Prisons and HMI Probation resettlement thematic inspection report to develop a secure estate and YOS practice forum to strengthen the partnership between local YOS and young offender institutions.



## 2. Court disposals

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We took a detailed look at 13 community sentences and 3 custodial sentences managed by the YOS. We also conducted 15 interviews with the relevant case managers.

We examined the quality of assessment, planning, and implementation and delivery of services. Each of these elements was inspected in respect of work to address desistance. For services to keep the child, or others, safe, we only assess the quality of planning and implementation in cases where we expect meaningful work to take place. For this reason, for work to keep others safe, we excluded the single case where we judged that the child posed a 'low' risk of harm to others and assessed the quality of planning and implementation in the remaining 15. Similarly, for work to keep the child themselves safe, we excluded the case where we judged the safety and wellbeing risk to be 'low' and assessed the quality of planning and implementation in 15. The quality of the work undertaken needs to be above a specified threshold for each aspect of supervision to be rated as satisfactory.

In this YOS, the fact that more than 80 per cent of cases met all our requirements for assessing, implementation and delivery and reviewing led to our judgements of 'Outstanding' for these elements of work. For planning, at least 80 per cent of the cases met our standards for work relating to desistance and safety and wellbeing, and 73 per cent met our standards relating to keeping others safe. Planning was originally given a rating of 'Good'. However, following the meeting of our internal ratings panel, we used professional discretion to increase this to 'Outstanding'.<sup>24</sup>

The YOS modelled well the strengths of being part of a fully integrated service. It also benefited from strong partnerships with other agencies, such as schools and children's social care services. Practitioners delivered a consistently effective service to support desistance and the safety and wellbeing of the children with whom they worked. Overall, work to keep others safe was sufficient but contingency planning needed improving. Children had access to an extensive range of services. Case managers used these resources well to strike an appropriate balance between protecting the public and supporting the child, often working in a creative, determined way to achieve the best outcomes they could. Management oversight of cases was effective and recorded well.

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<sup>24</sup> Overall, planning to keep others safe was sufficient except in relation to contingency measures, which needed to be recorded more effectively. Because of the overall strength of work to meet this standard, and the relatively small sample size (a more positive score in one case would have improved the rating), the ratings panel agreed to exercise professional discretion to agree an overall rating for planning of 'Outstanding'.

### Strengths:

- The YOS focused on making sure that each child was treated as an individual, with service provision tailored to meet their specific needs.
- Practitioners used a trauma-informed approach to their work, working with families, colleagues and relevant partners to understand the lived experience of children.
- Children had access to an excellent range of professional support, offending behaviour interventions and activities to increase their skills and to facilitate community integration.
- Resettlement planning was thorough and tailored to the individual needs of the child.
- Specialists based in the YOS, such as the sexual health worker, speech and language therapist and CAMHS workers, were involved at each stage of a case, providing assessments, consultation to case managers and one-to-one sessions with children.
- Case managers worked with the police and families to introduce and monitor control measures, using information and intelligence provided by partners and daily risk briefings to help address risk of harm.
- Victims were given due regard during assessment, planning and service delivery.

### Areas for improvement:

- Contingency planning was not recorded well enough.

Work with children 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 and their parents/carers.

Outstanding

Our rating<sup>25</sup> for assessment is based on the following key questions:

	% yes
Does assessment sufficiently analyse how to support the child's desistance?	100%
Does assessment sufficiently analyse how to keep the child safe?	100%
Does assessment sufficiently analyse how to keep other people safe?	<b>88%</b>

<sup>25</sup> 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's desistance?**

Assessment to support desistance was outstanding.

Case managers consistently analysed the factors linked to a child's offending behaviour, including their attitudes towards and motivation for their offending.

The YOS often took a family approach to assessment, involving parents and the child or meaningfully in the process. This helped case managers gain a thorough understanding of the wider familial and social context of a child's behaviour, the protective factors and their interests and strengths. Case managers gave equal weight to the factors that could inhibit a child's desistance, for instance lack of education or other people who might be negatively influencing their behaviour.

There was a clear focus on trauma-informed practice. Behaviour was considered in the context of past and current experiences that impacted on the child's emotional state. Case managers used their understanding to help identify the factors to be addressed during sentence. One inspector commented:

*"Sophie witnessed emotional and controlling abuse against her mother. Her case manager assessed that Sophie's behaviour was a defence mechanism, linked to her social learning of how relationships are conducted".*

Another noted:

*"The case manager identified that Simon's behaviour was used to mask his feelings of sadness; it was linked to his lack of emotional resilience".*

There were victim issues to consider in 14 of the 16 cases assessed. Victims were contacted quickly to obtain their views, needs and wishes. There was evidence that case managers drew on this information, and the opportunity for restorative justice, in 11 cases.

Assessments were completed in a timely way and recorded clearly. Reports for referral order panels provided a good overview of factors linked to a child's offending behaviour.

## **Does assessment sufficiently analyse how to keep the child safe?**

Overall, assessment of the child's safety and wellbeing needs was outstanding.

In two of the cases inspected, children had been subject to a child protection plan or Section 47 enquiries. In four, they had been looked after by the local authority at some point during the sentence being inspected. The YOS had access to the local children's social care case management system and was able to complete checks relating to past and present contact. Case managers were aware of the involvement of social workers and, where appropriate, worked with them to complete their safety and wellbeing assessments.

Case managers drew on information from colleagues, for instance the speech and language therapist, and CAMHS specialists, to help fully understand the nature and level of vulnerability presented by children. They considered evidence that they were at risk of exploitation by others and helped them complete safety questionnaires to identify places and people they should avoid when working with the YOS.

Inspectors agreed with the safety and wellbeing classification assigned in 12 of the 16 cases. We judged that, although case managers were aware of and had analysed relevant factors, they did not always appreciate how these could impact on their level of vulnerability. This, however, did not negatively affect the quality of planning and the delivery of services.

## Does assessment sufficiently analyse how to keep other people safe?

Overall, work to assess factors linked to keeping others safe was outstanding.

More than three-quarters of the cases we assessed involved an index offence of violence or robbery, and there was a need to consider issues linked to keeping people safe in all 16.

Assessments were completed in a timely way, drawing on information available from colleagues and partners, for instance intelligence from the YOS seconded police officer. In 12 cases, case managers had clearly identified and analysed all the factors linked to risk of harm. They looked at trends and potential escalation in offending behaviour and the context within which this took place. In 11 cases, this included the controls and interventions to manage and minimise offending behaviour, such as measures put in place by parents/carers and bail or licence conditions.

Case managers worked well to fully understand how and why children posed a threat to the safety of others. However, in a small number of cases, while they understood the dynamic nature of harmful behaviour and the need to continually review relevant factors, they underestimated the risk of serious harm. We judged that the classification applied at the start of sentence was too low in three cases.

## 2.2. Planning



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

Outstanding

Our rating<sup>26</sup> for planning is based on the following key questions:

	% yes
Does planning focus sufficiently on supporting the child or desistance?	100%
Does planning focus sufficiently on keeping the child or safe?	80%
Does planning focus sufficiently on keeping other people safe?	73%

### Does planning focus sufficiently on supporting the child's desistance?

Planning to support desistance was outstanding.

Case managers made sure that they had a plan to address all the key issues linked to offending, such as the child's physical and mental health; education, training and employment; lifestyle factors; and measures to increase their resilience. They took a proportionate approach to the work, prioritising as needed to make sure interventions would be delivered in an appropriate timescale and meet the requirements imposed by the court.

In most instances, planning was tailored to support the children's strengths and interests and the wider context in which they lived. Case managers adapted their planning to reflect the individual needs of the child. They consulted with the speech and language therapist and CAMHS workers to help identify the appropriate approach to take with children who had had difficulties complying with previous

<sup>26</sup> 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.

orders. In some cases, they explored the potential for a mentor to be involved. In others, the key focus was to concentrate on relationship-building with the child before addressing other issues.

Parents/carers were involved in deciding the services to deliver and how. We saw examples of family conferencing, which resulted in holistic partnership plans.

In the 13 cases where there was a victim, their needs and views were properly reflected, for example in plans to raise children's awareness of victim issues and the potential for restorative justice. Planning for reparation activities was more than a box-ticking exercise and children were involved meaningfully in deciding how to spend their hours so that activities reflected both the victims' and child's needs, where possible.

One inspector commented:

*"Tammy was on a six-month referral order. The report provided to the referral order panel gave a thorough and informative account of desistance factors. The case manager, from the outset, considered how to support Tammy beyond her sentence. He arranged for her to complete her reparation hours at a local music studio. This reflected her strong interest in the music business, provided the potential for her ongoing involvement in constructive activities and increased her skill base and opportunities for training and employment".*

### **Does planning focus sufficiently on keeping the child safe?**

Overall, the quality of planning to keep the child safe was outstanding.

Case managers worked well with colleagues, coordinating home visits with, for example, social workers and the YOS's parenting worker. Together these staff agreed measures, with parents/carers, to support a child's safety and wellbeing.

They drew on the tools available to support their planning decisions. Cases were referred to the high risk and vulnerability panel and there was recognition that police intelligence could be used not only to keep others safe but to help protect the children themselves.

The YOS took account of the need for controls and interventions that focused on safety and wellbeing. Case managers drew on information provided by safety questionnaires to decide where and when appointments should be scheduled. We saw safety plans that helped professionals and parents monitor and address the relevant issues and the potential for problems to escalate. These could relate to keeping the child safe from others or from themselves.

In 3 of the 15 cases that involved safety and wellbeing issues, contingency planning did not focus well enough on the specific needs of the case.

### **Does planning focus sufficiently on keeping other people safe?**

Overall, planning to keep others safe was good.

Case managers gave sufficient attention to this area of work during the planning process. They involved other agencies where necessary and considered the controls and interventions that would best keep others safe.

Staff understood that low risk of serious harm did not equate to no risk of harm, demonstrating this by considering how to address harmful behaviour in every relevant case. There were only two cases in which more should have been done to protect actual and potential victims.

Case managers were aware of, and referred in their records to, prohibitive orders such as restraining orders and criminal behaviour orders<sup>27</sup>. We saw evidence of thorough, inclusive resettlement planning for children in custody that considered relevant licence conditions and drew on these prohibitive orders appropriately.

Recorded plans made reference to named interventions and organisations, and use of the police’s daily risk briefings. Contingency planning was under-developed and, in 5 of the 15 cases where it was needed, required more tailoring to the individual needs of the child.

### 2.3. Implementation and delivery



Reviewing of progress is well-informed, analytical and personalised, actively involving the child and their parents/carers.	Outstanding
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Our rating<sup>28</sup> for implementation and delivery is based on the following key questions:

	% yes
Does the implementation and delivery of services effectively support the child’s desistance?	94%
Does the implementation and delivery of services effectively support the safety of the child?	100%
Does the implementation and delivery of services effectively support the safety of other people?	100%

#### Does the implementation and delivery of services effectively support the child’s desistance?

Implementation and delivery to support desistance was outstanding.

The YOS proved itself to be a resilient and supportive service. YOS practitioners from different disciplines worked well together, consistently delivering the planned activities they had assessed as necessary to implement.

Children were encouraged to participate in activities that held their interest, built on their strengths and increased their integration into the community. The YOS’s clear focus on desistance also helped it deliver effective work to directly address offending behaviour.

Children had timely access to a holistic range of services: education, training and employment; services to address substance misuse issues; family mediation; and mentoring. These services were provided in a variety of settings, including schools and during home visits. Alongside this, children participated in interventions focused

<sup>27</sup> Restraining orders, protection provided under the *Protection from Harassment Act 1997*, are imposed to prevent contact with named individuals. Criminal behaviour orders were introduced, as part of the *Anti-social Behaviour, Crime and Policing Act 2014*, to prohibit an offender from specified activities, including entering geographical areas or contacting others, and can place requirements on them to participate in certain interventions.

<sup>28</sup> 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.

on driving behaviour, weapons awareness, peer pressure, masculinity and being of black and minority ethnic heritage.

The YOS's focus on relationship-building with the families with whom it worked helped to tailor service delivery to the individual needs of the children and encourage their compliance. Interventions were delivered at an appropriate time and in the right way, involving the child or parents/carers and peers where this would help to achieve positive outcomes.

The speech and language worker helped to identify creative approaches to increasing the engagement of children. Enforcement action, too, was used carefully and successfully to improve compliance and engagement, and we saw good use of the YOS exit pack to help sustain support and progress after the sentence ended.

### **Does the implementation and delivery of services effectively support the safety of the child?**

Implementation and delivery of services to support the safety and wellbeing of the child was outstanding.

Case managers took a whole-system approach to keeping children safe. Daily risk briefings were used to identify ongoing and new threats to the safety of the children. Case managers worked well with families, social workers and schools to monitor progress and stay aware of issues.

As an example, an inspector noted:

*“Michael has been looked after by the local authority for many years and has a range of diversity needs. His case manager has taken a trauma-informed approach to this case and worked with him on a one-to-one basis to help reduce his risk of criminal and sexual exploitation. She constantly monitors his risk of self-harm through the daily risk meetings and has agreed a system with CAMHS, substance misuse, children’s social care and local hospital staff to keep abreast of relevant incidents”.*

There was timely access to assessments and one-to-one intervention by CAMHS, the sexual health worker and the speech and language therapist.

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

Implementation and delivery to support the safety of other people was outstanding.

The YOS consistently undertook sufficient work to address and reduce the risk of harm that a child posed to others and did this in collaboration with relevant partners. Case managers had close relationships with families, social workers and schools, and there was evidence of a good flow of communication between them all to monitor and manage risks to others. In one case, the social worker and case manager had developed with a mum a plan she should implement should her son’s aggression at home escalate.

The integrated approach with the YOS police officer and gangs lead provided intelligence and support for case managers. In one case, this helped a case manager monitor and address concerns regarding a child’s associates.

Interventions were tailored to the needs of the case, with some children provided with access to one-to-one relationship or conflict resolution sessions.

YOS staff also did what they should to protect actual and potential victims. Case managers liaised regularly with the YOS’s victims team. This led to face-to-face

restorative justice meetings between victims and the child. In one case, the victim worker met with the child to describe the impact of the offence from the victim's perspective. Case managers liaised with their colleagues and partners to coordinate appointments for children and their victims so they could not unintentionally meet at the YOS or other venues used by the YOS.

## 2.4. Reviewing



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

Outstanding

Our rating<sup>29</sup> for reviewing is based on the following key questions:

	% yes
Does reviewing focus sufficiently on supporting the child or desistance?	94%
Does reviewing focus sufficiently on keeping the child safe?	100%
Does reviewing focus sufficiently on keeping other people safe?	100%

### **Does reviewing focus sufficiently on supporting the child's desistance?**

Reviewing of each case to support the child's desistance was outstanding.

Case managers constantly reviewed desistance and took action to address changes that reflected the child's strengths and enhanced the positive factors in their lives.

In the majority of cases, reviewing was completed with the family and considered any changes in motivation and any new barriers to their compliance and engagement.

Case managers thoroughly recorded their reviews but were not as good at using these to change their plan of work where necessary. Reviewing led to required adjustments in the ongoing plan of work to support desistance in 11 of the 16 cases assessed.

### **Does reviewing focus sufficiently on keeping the child safe?**

Overall, reviewing to keep the child safe was outstanding.

There was a need to review factors linked to safety and wellbeing in only four cases. Case managers worked well with their colleagues and partners to do this. They worked continuously to review factors and change their plan of work where necessary. In most instances, they recorded this sufficiently well.

In one case where there was a rapid and severe increase in risk to the child and his family, the YOS took quick and appropriate action, reviewing their safety questionnaire and convening a strategy meeting to consider with partners, such as the police, housing and community safety team, what they could do to keep the family safe.

<sup>29</sup> 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 reviewing focus sufficiently on keeping other people safe?**

Overall, reviewing to keep others safe was outstanding.

There was a need to review factors linked to the risk of harm posed by the child in only four cases. In the main, the child, their parents/carers and other agencies were involved appropriately and the review led to relevant changes to the plan of work to keep others safe.

Case managers considered positive changes for the children as part of their reviews, as well as any escalation or further offending behaviour. In one case, a case manager noted how well the YOS's work had improved a child's understanding of the psychological impact of his behaviour on his victim. In another, the case manager noted a potential escalation in offending behaviour of a child and, although she could have reduced contact to twice monthly, made a conscious decision to retain weekly appointments with him.

The review was recorded sufficiently in every relevant case.

### 3. Out-of-court disposals

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We inspected ten cases managed by the YOT that had received an out-of-court disposal. These consisted of five youth conditional cautions and five youth cautions. We interviewed the case managers for all ten cases.

We examined the quality of assessment, planning, and implementation and delivery of services. Each of these elements was inspected in respect of work to address desistance. For services to keep the child, or others, safe, we only assess the quality of planning and implementation and delivery in cases where we expect meaningful work to take place. For this reason, we excluded the three cases where we judged that the child posed a 'low' risk of harm to others and assessed the quality of planning and implementation of work to keep others safe in seven. For work to keep the child themselves safe, we excluded the four cases where we judged safety and wellbeing risks to be 'low' and assessed the quality of planning and implementation in six. The quality of the work undertaken needs to be above a specified threshold for each aspect of supervision to be rated as satisfactory.

In this YOS, at least 80 per cent of cases met all our standards for desistance and work to keep the child safe. Assessment, planning, and implementation and delivery in relation to work to keep others safe were not as strong.

More than 70 per cent of cases met all our standards relating to assessment, earning the YOS a rating of 'Good'. Less than 60 per cent met all our standards for planning, and implementation and delivery, and these elements of work were rated as 'Requires improvement'. The ratings for planning and implementation and delivery related to a small sub-sample of cases, and we considered the possibility of applying professional discretion. However, we decided against this, as the areas for improvement related to work to protect victims. More than 80 per cent of cases met our standards relating to joint work, and this work was awarded 'Outstanding'.

YOS staff applied the same level of care in these cases as they did in their post-court cases. They worked well with partners and colleagues to take a whole-family approach to understanding and addressing their identified needs and aspirations. Overall, work to support desistance and safety and wellbeing was excellent. However, although this only applied to a small number of cases, the YOS needed to do more to keep others safe, especially to protect the victims of the children with whom it worked.

The YOS made an effective contribution to decision-making and to making sure out-of-court disposals were implemented correctly. We judged that an out-of-court disposal was appropriate in all the cases we inspected. Of the nine cases where ethnicity was clearly recorded, seven of the children who were offered an out-of-court disposal were of black and minority ethnic heritage.

### Strengths:

- Practitioners were knowledgeable and interested in the lived experience of children.
- The YOS took a fully inclusive approach with partners, colleagues, families and children to make sure the appropriate disposal was delivered and implemented effectively.
- Out-of-court disposal work was delivering positive outcomes for children.
- The YOS consistently delivered the services that staff assessed were needed to support desistance.
- Case managers advocated well to support the safety and wellbeing of children.
- Work to address criminal exploitation had a high profile and the YOS made use of appropriate procedures to strengthen its ability to keep children safe.
- Children were able to access an extensive range of mainstream and specialist services, tailored to meet their needs, within an appropriate timescale.

### Areas for improvement:

- The YOS was not doing enough to protect victims.
- Contingency planning was not always tailored to the needs of the case or recorded well enough.

Work with children 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 and their parents/carers.

Good

Our rating<sup>30</sup> for assessment is based on the following key questions:

	% yes
Does assessment sufficiently analyse how to support the child's desistance?	90%
Does assessment sufficiently analyse how to keep the child safe?	90%
Does assessment sufficiently analyse how to keep other people safe?	<b>70%</b>

<sup>30</sup> 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 support the child's desistance?**

Overall, assessment to support desistance was outstanding.

Assessments were timely and recorded sufficiently well.

The YOS listened to the views of the child and their parent/carer and took account of their lived experience; diversity needs, strengths and interests; potential barriers to their engagement; and motivation to change.

### **Does assessment sufficiently analyse how to keep the child safe?**

Overall, assessment of factors linked to safety and wellbeing was outstanding.

None of the cases we assessed involved a child being looked after by the local authority, and only one was subject to a child protection plan or Section 47 enquiries at any time during the sentence being inspected. However, case managers drew on all the information available about their current and previous contact with children's social care and other relevant services to understand whether and how a child was vulnerable.

In the majority of cases, the correct classification of safety and wellbeing was made. However, in two of the ten cases assessed, the case manager judged that the level should be 'low', despite evidence that there was a need for monitoring or actions to keep children safe.

Assessment was completed in a timely way and in the vast majority of cases was recorded well.

### **Does assessment sufficiently analyse how to keep other people safe?**

Overall, assessment of how to keep other people safe was good.

Assessments were timely and there were clear written records in seven of the ten cases inspected. In the other cases, we found that case managers had a thorough knowledge of the issues and implications relating to risk of harm to others, but did not always record this in their written assessment.

Case managers were not consistently using all the information available to them to understand the factors linked to risk of harm. In two of the ten cases assessed, we considered that the classification of risk of serious harm should have been 'medium' rather than 'low'. Both of these cases involved possession of a weapon on school grounds and needed a deeper analysis of the context of the child's behaviour.

In one case, where the risk of serious harm had been correctly recorded, the inspector wrote:

*"The case manager correctly assessed this case as 'high' risk of serious harm, although Peter had not been convicted for harmful behaviour. His connections with gangs, lifestyle concerns and suspicions of weapon possession increased his potential to cause harm. The case manager also took account of Peter's previous aggressive behaviour at school and home. Her analysis and her work to promote her concerns with other agencies led to good work and outcomes in this case".*

## 3.2. Planning



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

Requires improvement<sup>31</sup>

Our rating<sup>32</sup> for planning is based on the following key questions:

	% yes
Does planning focus on supporting the child's desistance?	100%
Does planning focus sufficiently on keeping the child safe?	83%
Does planning focus sufficiently on keeping other people safe?	57%

### Does planning focus on supporting the child's desistance?

Planning to support desistance was outstanding.

Case managers took an inclusive approach to planning to promote desistance. They developed their plans with the children and their parents/carers, taking full account of the family's needs as well as the child's aspirations and interests.

Case managers made sure that the work planned was proportionate and could be achieved within the timescale of the out-of-court disposal. However, they managed to include all the key areas to support desistance identified during their assessment.

Planning was tailored to make sure the YOS did what it could to remove barriers to engagement and increase motivation. This included focusing on work with CAMHS and the speech and language specialist, and assisting the child to integrate better into the community by encouraging constructive leisure pursuits. Case managers struck a good balance between interventions to support desistance and the need to complete specific offending behaviour work. For example, in one case, a child completed one-to-one work on weapons and peer associations and participated in the Ether project, a group intervention supporting children of black and minority ethnic heritage.

### Does planning focus sufficiently on keeping the children safe?

Overall, the quality of planning to keep the child safe was outstanding.

Case managers worked well with other agencies, aligning their plans with those developed by their partners, for instance the school and children's social care.

Case managers demonstrated their understanding of how different processes could support their work. They used the high risk and vulnerability panel to support their planning and considered the need to refer to the MASH<sup>33</sup> where appropriate.

<sup>31</sup> The *Crime and Disorder Act 1998* set out the arrangements for local YOTs and partnership working.

<sup>32</sup> 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.

<sup>33</sup> Multi-Agency Safeguarding Hubs act as the first point of contact for new safeguarding concerns or enquiries. They usually include representatives from the local authority (children and adult social care services), the police, health bodies, probation and other agencies.

The YOS had an evident focus on child exploitation. Case managers knew the relevance of the National Referral Mechanism<sup>34</sup> making sure during their planning process that they considered the need to use this. In one case, staff convened a multi-disciplinary strategy meeting to explore how best to address pertinent issues.

Circumstances in a child's life can change quickly. Case managers need to consider the potential for change in each case so that, should concerns escalate, they are prepared and more likely to respond effectively. We recognise the need for proportionate planning in out-of-court disposals but would have expected to have seen more detailed contingency planning in some of the cases we assessed.

### Does planning focus sufficiently on keeping other people safe?

Overall, planning to keep others safe required improvement.

Case managers involved other agencies in their planning process, referring to the high risk and vulnerability panel and liaising with their specialist colleagues to support their approach. They arranged to have ongoing liaison with their partners, such as schools, and used the daily risk briefings.

Planning to manage concerns and risks relating to actual and potential victims was insufficient. In two cases, there was no plan to protect specific victims who were vulnerable to further incidents. Effective contingency planning is important but was sufficient in only three of the seven cases.

## 3.3. Implementation and delivery



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

Requires improvement<sup>35</sup>

Our rating<sup>36</sup> for implementation and delivery is based on the following key questions:

	% yes
Does service delivery effectively support the child's desistance?	100%
Does service delivery effectively support the safety of the child?	100%
Does service delivery effectively support the safety of other people?	57%

### Does service delivery effectively support the child's desistance?

Implementation and delivery to support desistance was outstanding.

The YOS delivered services to meet all the key areas of need they identified at the assessment stage.

<sup>34</sup> The National Referral Mechanism is a framework for identifying victims of human trafficking and ensuring that they receive the appropriate protection and support.

<sup>35</sup> See footnote 4

<sup>36</sup> 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.

Practitioners across the YOS tailored their approach to take account of the individual needs of each case, working well with children to encourage their engagement.

One inspector commented:

*“Tyrone was 13 years of age and displayed a range of needs connected to his vulnerability and offending behaviour. During implementation and delivery, Tyrone attended a speech and language assessment. It was clear that the case manager had taken the recommendations into account when working with him and they were able to complete a good amount of work despite the limited period of time available”.*

Services were delivered in a sequenced, proportionate and timely way, and case managers made sure that children continued to access relevant services after their contact with the YOS ended.

In one case, an inspector noted:

*“The case manager took an effective multi-agency approach, with good communication and joint work, where appropriate, with the social worker and Colin’s brother’s case manager, including joint home visits. Colin was interested in sport; he was encouraged to participate in relevant activities, and his reparation was arranged in a football club. The YOS exit pack was used to explore Colin’s potential involvement in other community services and his case manager contacted his school to make sure the mentor and psychologist service would continue their work with him”.*

### **Does service delivery effectively support the safety of the child?**

Implementation and delivery to keep the child safe was outstanding.

The YOS maintained an excellent focus on safety and wellbeing, working with partners and colleagues to deliver a well-coordinated package of support.

We saw good work by the case managers and other specialist workers in the YOS. Parents were supported and given advice about what to do when their child went missing. Case managers advocated on behalf of children at MASH meetings, determined to get the right level of intervention for them; they monitored gang affiliations, attended MACE (missing and child exploitation) meetings, convened case strategy meetings and made referrals to the National Referral Mechanism.

The YOS was achieving positive outcomes for children. In one case, practitioners had worked with schools to help children return to mainstream education. In another, a child who frequently went missing had no missing episodes during his period of working with the YOS.

### **Does service delivery effectively support the safety of other people?**

Implementation and delivery to support the safety of other people required improvement.

Case managers worked well with their colleagues and partners to implement interventions focusing on the child’s circumstances and behaviour. They monitored behaviour through their ongoing liaison with schools and use of the daily risk briefings and delivered interventions such as weapons awareness and consequential thinking. Victim awareness work was delivered consistently where relevant.

However, the YOS was not doing enough to protect the victims of the children with whom it worked. Where offences occurred in an educational setting, schools were left to manage this; there was no evidence that the YOS was taking a role in putting plans in place to prevent individuals from being victimised again.

### 3.4. Joint working



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

Outstanding

Our rating<sup>37</sup> for joint working is based on the following key questions, the second asked only in youth conditional caution cases:

	% yes
Are the YOT's recommendations sufficiently well-informed, analytical and personalised to the child, supporting joint decision making?	89%
Does the YOT work effectively with the police in implementing the out of court disposal?	100%

#### **Are the YOT's recommendations sufficiently well-informed, analytical and personalised to the child, supporting joint decision-making?**

Overall, the YOS's work to inform joint decision-making was outstanding.

Its recommendations for out-of-court disposal outcomes, conditions and interventions were timely, appropriate and proportionate, and considered how well children understood their offence and acknowledged their responsibility.

There were processes in place and implemented to make sure the child, and their parents/carers, understood the implications of receiving an out-of-court disposal.

In the main, the rationale for the decision made by the out-of-court decision panel was appropriate and recorded well. In a small number of cases, it was not clear why a particular out-of-court disposal had been chosen.

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

Joint work with the police to implement the out-of-court disposal was outstanding.

Case managers advised the police about progress and outcomes in an appropriate and timely way. Police were invited to final meetings to consider exit strategies with the children.

The YOS gave sufficient attention to enforcement. In the main, there were no issues with compliance, and children engaged well with the YOS. In one case, the case manager allowed a degree of flexibility with attendance, recognising the particular benefits in that case of encouraging rather than enforcing engagement. However, all absences were appropriately explored before being authorised.

<sup>37</sup> 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.

## Annexe 1: Methodology

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### HM 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 who have offended.<sup>38</sup>

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 chair of the youth offending partnership board/deputy chief executive of the local authority 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 who have offended are improved?
- What are your priorities for further improving these arrangements?

During the main fieldwork phase, we conducted 25 interviews with case managers, asking them about their experiences of training, development, management supervision and leadership. We held various meetings, which allowed us to triangulate evidence and information. In total, we conducted 12 meetings, which included meetings with managers, partner organisations, staff and children. We also observed a daily risk briefing and a meeting of the out-of-court disposal panel. The evidence collected under this domain was judged against our published ratings characteristics.<sup>39</sup>

### Domain two: court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. At least 60 per cent of the cases selected were those of children who had received court disposals three to six months earlier, enabling us to examine work in relation to assessing, planning, implementing and reviewing. Where necessary, interviews with other people significantly involved in the case also took place.

We examined 16 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.

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<sup>38</sup> 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. At least 40 per cent of cases selected were those of children who had received out-of-court disposals no more than three months earlier. This enabled us to examine work in relation to assessing, planning, implementing and joint working. Where necessary, interviews with other people significantly involved in the case also took place.

We examined 10 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 five.

## Annexe 2: Inspection results

In this inspection, we conducted a detailed examination of a sample of 16 court disposals and 10 out-of-court disposals. In each of those cases, we inspect against four standards: assessment, planning, and implementation/delivery. For court disposals, we look at reviewing; and in out-of-court disposals, we look at joint working with the police. For each standard, inspectors answer a number of key questions about different aspects of quality, including whether there was sufficient analysis of the factors related to offending; the extent to which young offenders were involved in assessment and planning; and whether enough was done to assess the level of risk of harm posed, and to manage that risk.

To score an 'Outstanding' rating for the sections on court disposals or out-of-court disposals, 80 per cent or more of the cases we analyse have to be assessed as sufficient. If between 65 and 79 per cent are judged to be sufficient, then the rating is 'Good' and if between 50 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 0–36, 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><b>1.1. Governance and leadership</b></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.</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?</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>	<b>Outstanding</b>
<p><b>1.2. Staff</b></p> <p>Staff within the YOT are empowered to deliver a high-quality, personalised and responsive service for all children.</p> <p>1.2.1. Do staffing and workload levels support the delivery of a high-quality, personalised and responsive service for all children?</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?</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>	<b>Outstanding</b>
<p><b>1.3. Partnerships and services</b></p> <p>A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children.</p> <p>1.3.1. Is there a sufficiently comprehensive and up-to-date analysis of the profile of children, 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?</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>	<b>Outstanding</b>

<b>1.4. Information and facilities</b>	<b>Outstanding</b>
Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all children.	

- 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?
- 1.4.2. Does the YOT's delivery environment(s) meet the needs of all children 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?
- 1.4.4. Is analysis, evidence and learning used effectively to drive improvement?

## 2. Court disposals

Standards and key questions	Rating and % yes
<b>2.1. Assessment</b>	<b>Outstanding</b>
Assessment is well-informed, analytical and personalised, actively involving the child and their parents/carers.	
2.1.1. Does assessment sufficiently analyse how to support the child's desistance?	100%
2.1.2. Does assessment sufficiently analyse how to keep the child safe?	100%
2.1.3. Does assessment sufficiently analyse how to keep other people safe?	88%
<b>2.2. Planning</b>	<b>Outstanding<sup>40</sup></b>
Planning is well-informed, holistic and personalised, actively involving the child and their parents/carers.	
2.2.1. Does planning focus sufficiently on supporting the child's desistance?	100%

<sup>40</sup> Overall, planning to keep other safe was sufficient except in relation to contingency measures, which needed to be recorded more effectively. Because of the overall strength of work to meet this standard, and the relatively small sample size (a more positive score in one case would have improved the rating), the ratings panel agreed to exercise professional discretion to agree an overall rating for planning of 'Outstanding'.

2.2.2. Does planning focus sufficiently on keeping the child safe?	80%
2.2.3. Does planning focus sufficiently on keeping other people safe?	73%

<b>2.3. Implementation and delivery</b>	<b>Outstanding</b>
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child.	
2.3.1. Does the implementation and delivery of services effectively support the child's desistance?	94%
2.3.2. Does the implementation and delivery of services effectively support the safety of the child?	100%
2.3.3. Does the implementation and delivery of services effectively support the safety of other people?	100%

<b>2.4. Reviewing</b>	<b>Outstanding</b>
Reviewing of progress is well-informed, analytical and personalised, actively involving the child or and their parents/carers.	
2.4.1. Does reviewing focus sufficiently on supporting the child's desistance?	94%
2.4.2. Does reviewing focus sufficiently on keeping the child person safe?	100%
2.4.3. Does reviewing focus sufficiently on keeping other people safe?	100%

### 3. Out-of-court disposals

Standards and key questions	Rating and % yes
<b>3.1. Assessment</b>	<b>Good</b>
Assessment is well-informed, analytical and personalised, actively involving the child and their parents/carers.	
3.1.1. Does assessment sufficiently analyse how to support the child's desistance?	90%
3.1.2. Does assessment sufficiently analyse how to keep the child safe?	90%
3.1.3. Does assessment sufficiently analyse how to keep other people safe?	70%

<b>3.2. Planning</b>	<b>Requires improvement</b>
Planning is well-informed, holistic and personalised, actively involving the child and their parents/carers.	
3.2.1. Does planning focus sufficiently on supporting the child's desistance?	100%
3.2.2. Does planning focus sufficiently on keeping the child safe?	83%
3.2.3. Does planning focus sufficiently on keeping other people safe?	57%
<b>3.3. Implementation and delivery</b>	<b>Requires improvement</b>
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child.	
3.3.1. Does service delivery support the child's desistance?	100%
3.3.2. Does service delivery effectively support the safety of the child?	100%
3.3.3. Does service delivery effectively support the safety of other people?	57%
<b>3.4. Joint working</b>	<b>Outstanding</b>
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, supporting joint decision-making?	89%
3.4.2. Does the YOT work effectively with the police in implementing the out-of-court disposal?	100%

## Annexe 3: Glossary

<b>AssetPlus Asset+</b>	Assessment and planning framework tool developed by the Youth Justice Board for work with children who have offended, or are at risk of offending, that reflects current research and understanding of what works with children.
<b>Community resolution</b>	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.
<b>Court disposals</b>	The sentence imposed by the court. Examples of youth court disposals are referral orders, youth rehabilitation orders and detention and training orders.
<b>Child protection</b>	Work to make sure that all reasonable action has been taken to keep to a minimum the risk of a child experiencing significant harm.
<b>Child exploitation</b>	<p>Child sexual exploitation is a type of child abuse, occurring when a child is encouraged, forced or manipulated to take part in sexual activity for something in return, for example presents, drugs, alcohol or emotional attention.</p> <p>Criminal exploitation occurs when children are exploited, forced or coerced into committing crimes.</p>
<b>Enforcement</b>	Action taken by a case manager in response to a child's failure to comply with the actions specified as part of a community sentence or licence. Enforcement can be punitive or motivational.
<b>FTE</b>	First-time entrants: a child who receives a statutory criminal justice outcome (youth caution, youth conditional caution or conviction) for the first time.
<b>HMIP</b>	Her Majesty's Inspectorate of Probation.
<b>ISS</b>	Intensive Supervision and Surveillance. This can be imposed as a requirement of the court and provides a robust timetable of activities and appointments for children at high risk of reoffending or being sentenced to custody.
<b>Local authority</b>	YOTs are often a team within a specific local authority.
<b>Out-of-court disposal</b>	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.
<b>Personalised</b>	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.
<b>Police National Computer</b>	This information management system is used by the police across the UK to facilitate investigations and share information.

<b>Protected characteristics</b>	Defined by the Equality Act 2010 as age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity.
<b>Reoffending rate</b>	Defined by the Ministry of Justice as the percentage of individuals given a caution or court conviction within one year of an offence or during a further six-month period (to allow time for cases to progress through the courts), as indicated by data on the Police National Computer.
<b>Referral order</b>	A restorative court order which can be imposed when the child appearing before the court pleads guilty, and the threshold for a youth rehabilitation order is not met.
<b>Risk of Serious Harm</b>	Risk of Serious Harm (ROSH) is a term used in Asset+. All cases are classified as presenting a low, medium, high or very high risk of serious harm to others. HMI 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.
<b>Safeguarding</b>	Safeguarding is a wider term than child protection and involves promoting a child's health and development and ensuring that their overall welfare needs are met.
<b>Safety and wellbeing</b>	Asset+ replaced the assessment of vulnerability with a holistic outlook on a child's safety and well-being concerns. It is defined as '...those outcomes where the child's safety and well-being may be compromised through their own behaviour, personal circumstances or because of the acts/omissions of others' (Asset+ Guidance, 2016).
<b>Youth caution</b>	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.
<b>Youth conditional caution</b>	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.
<b>YOT/YOS</b>	Youth Offending Team 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 justice service (YJS), youth offending service (YOS), and other generic titles that may illustrate their wider role in the local area in delivering services for children.

<b>YOT management board</b>	The YOT management board holds the YOT to account to ensure it achieves the primary aim of preventing offending by children.
<b>Youth rehabilitation order</b>	Overarching community sentence to which the court applies requirements (e.g. supervision requirement or unpaid work).
<b>Youth Justice Board</b>	A government body responsible for monitoring and advising ministers on the effectiveness of the youth justice system. The YJB provides grants and guidance to the youth offending teams.



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