



Her Majesty's
Inspectorate of
Probation

INSPECTING YOUTH OFFENDING SERVICE PARTNERSHIPS – WHAT DOES 'GOOD' LOOK LIKE?

JUSTIN RUSSELL - CHIEF INSPECTOR OF PROBATION



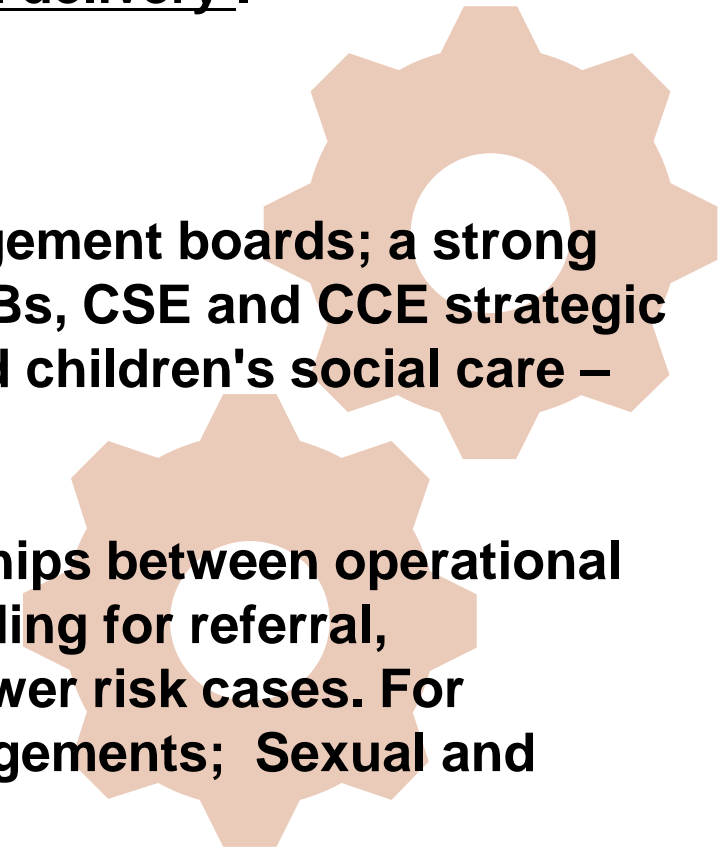
THE IMPORTANCE OF PARTNERSHIPS

Partnership working is a key inspection criteria for HMIP when we look at organisational delivery – both in terms of strategic oversight and operational delivery.

In terms of partnership working we expect to see...


Strong strategic partnerships – effective multi-agency management boards; a strong YOS input to other local partnerships (safeguarding, local CJBs, CSE and CCE strategic forum); strong partnerships with police, health, education and children's social care – eg around information sharing and shared strategic plans.

Strong operational partnerships – effective working relationships between operational staff and clear arrangements for joint case discussions including for referral, assessment and joint management – across both high and lower risk cases. For example, effective Out of Court Disposal Panels; MASH arrangements; Sexual and criminal exploitation panels; high risk of harm panels



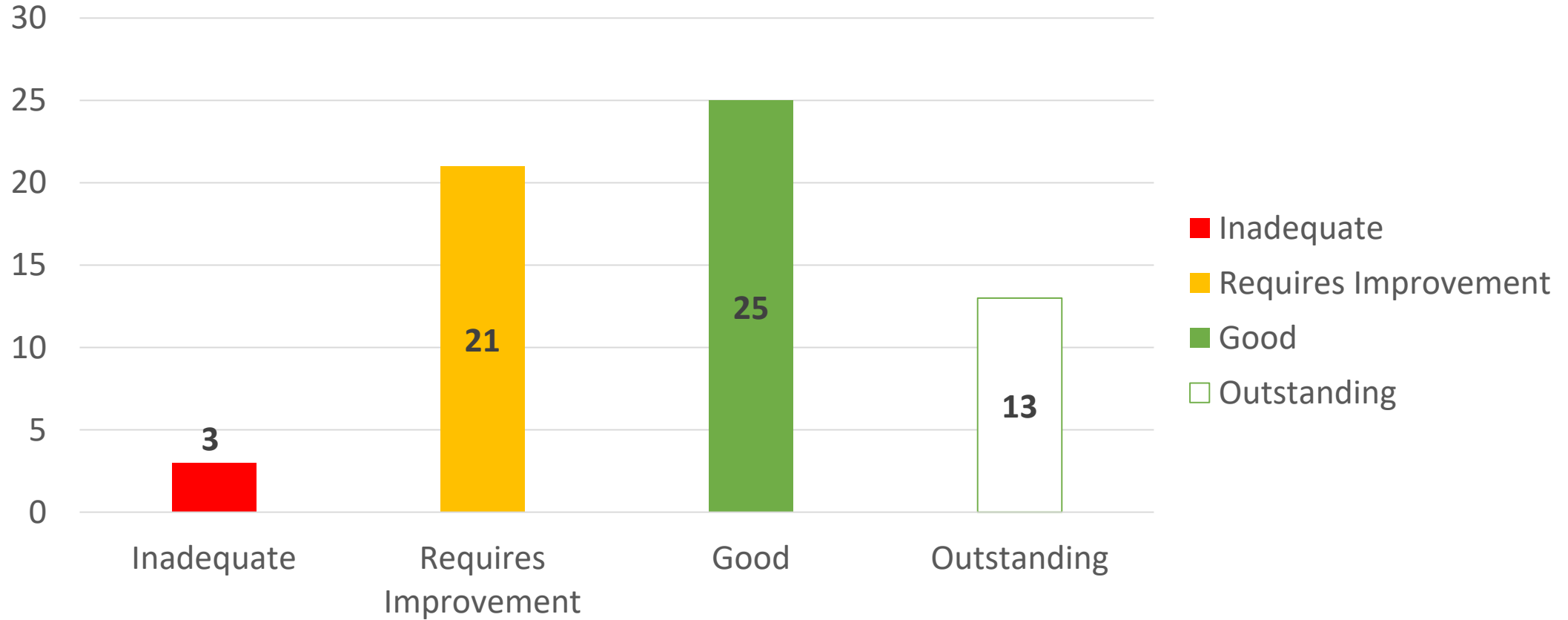
OUR INSPECTION STANDARDS...

Do the partnership arrangements actively support effective service delivery?

- a) Do YOT Management Board members advocate the work of the YOT in their own broader roles?**
 - b) Do the YOT's partnerships arrangements facilitate the delivery of effective operational work?**
 - c) Do staff understand their roles and responsibilities within the partnership arrangements, and what they are accountable for?**
 - d) Does the YOT Management Board take a deliberate, strategic and informed approach to meeting diverse needs?**
 - e) Do other relevant local strategic partnerships give priority to work to support desistance and prevent harm, supporting integration with wider services for children?**
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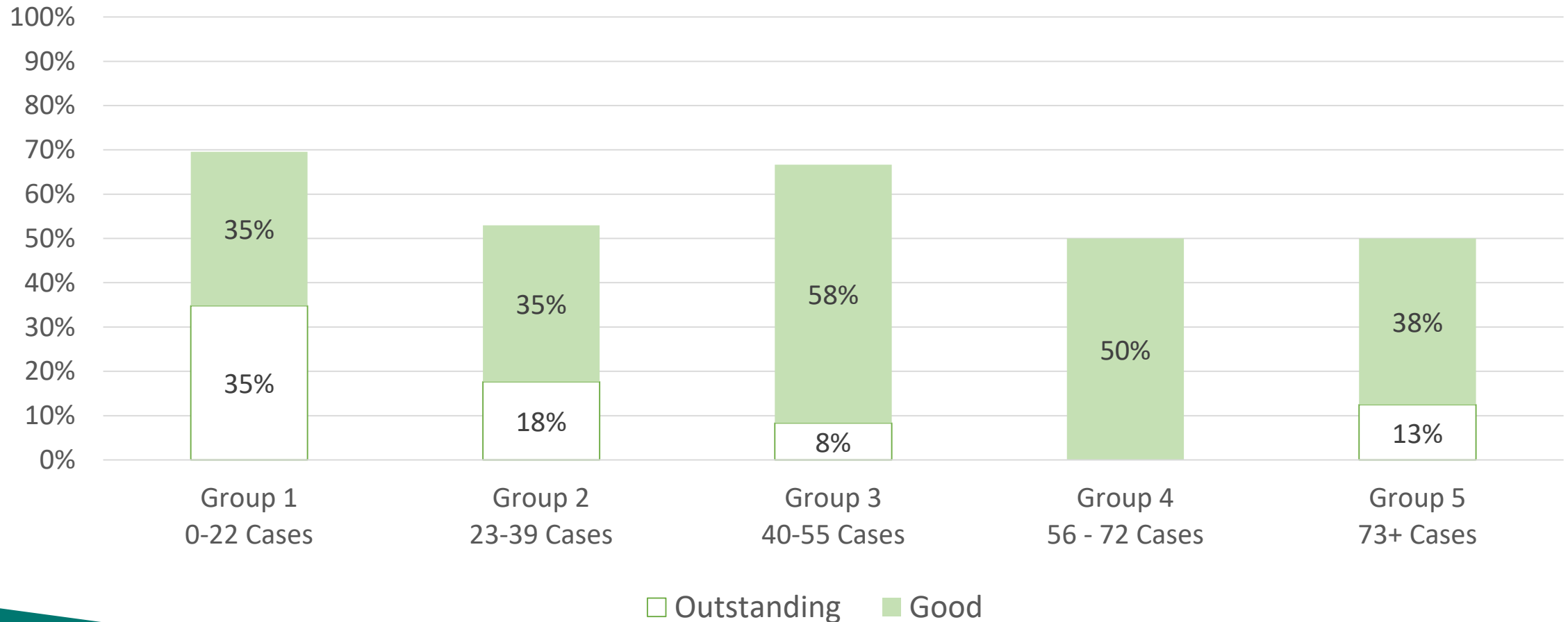
HMIP YOS RATINGS FOR PARTNERSHIPS AND SERVICES





SMALLER YOTS SCORE HIGHER ON PARTNERSHIP WORKING

Percentage of each YOT Group rated Good or Outstanding





YOUTH JUSTICE MANAGEMENT BOARDS

Outstanding YOT	Inadequate YOT
Focus from strategic leaders is clear and well-understood	Lack of clear vision and strategy with little focus on service delivery
Board members clear on their role and advocate for the YOT	Board members do not advocate for the YOT in their own service so barriers remain
Board understanding of the profile and level of need, commitment from the partnership to secure access to services	Board does not have a good understanding of the needs of children and so cannot assess whether they have access to the right services.
Strategic links to other forums which leads to prioritisation of youth justice issues such as child criminal exploitation	Inadequate mechanisms to assess quality of services and lack of sight across issues such as safety and wellbeing and public protection
Learning and collaboration	Not enough done to tackle poor delivery



LINKS TO OTHER STRATEGIC PARTNERSHIPS

Effective YOTs also have a strong voice or routes into other strategic partnerships and strategic plans, for example:

- Local Criminal Justice Boards (eg disproportionality)
- Safeguarding Boards
- Headteacher Forums
- Exploitation Strategy Groups
- Local Community Safety Strategies and Boards
- Violence Reduction Programmes
- Adolescent Strategy boards



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OPERATIONAL PARTNERSHIPS ARE CRUCIAL TOO

Joint work with children's social care, education, police, probation and mental health (CAMHS) is essential to promote positive outcomes for children. Helped by:

Increasing integration with children's social care

But

Still part of the criminal justice system



GOOD YOTS CAN DRAW ON A WIDE RANGE OF SERVICES

We expect services and interventions accessible to the YOT cohort of children to include, (but should not be limited to):

Accommodation

**Education, training and
employment (ETE)**

Family and Relationships

Such as...

- **Parenting and family support/mentoring, domestic abuse support.**
- **Mental health (Child and Adolescent Mental Health Services).**
- **Physical/sexual health (for example, the school nurse).**
- **Reparation/community payback and victim work (for example, restorative justice).**
- **Social care (child protection/Child in Need/looked after children/care leavers).**
- **Speech, language and communication needs.**
- **Substance misuse, offending behaviour work, including cognitive behavioural interventions.**



SERVICES CAN BE EMBEDDED IN THE YOT OR BY REFERRAL

ETE officers

Provide focus on accessing
ETE
Remove barriers

Monitor changes/exclusions

Support risk management

Provide children with
practical support

Health workers

Identify health/dietary needs
and vital screening

Sexual health advice

Smoking cessation services

SALT workers identifying
speech and communication
needs

Seconded police officers

Share vital intelligence and
information

Prevent and divert

Drive the use of out-of-court
disposals (OOCd)

A bridge between YOT and
police force/s

The Probation Service

Can support with managing risk/ ensuring smooth and effective transitions into adult services



YOTS GENERALLY WORK WELL WITH OTHER AGENCIES

An HMIP analysis of nearly 2,000 YOT cases inspected since 2018, found that:

In about four in five cases our inspectors judged that the YOT work with the child effectively promoted community integration and access to other mainstream services (though slightly lower for looked after children and children with more convictions)

In relation to **keeping the child safe**, our inspectors found:

- three quarters (75 per cent) of assessments by YOT workers were deemed to have drawn sufficiently on all available information sources, and to have appropriately involved other agencies
- in 69 per cent of those cases where there were safety and wellbeing concerns, it was judged that other relevant agencies were In appropriately involved in planning,
- in 72 per cent of those cases where there were safety and wellbeing concerns, the involvement of other agencies in keeping the child safe was deemed to be sufficiently well-coordinated.

From: 'Multi-agency work in Youth Offending Services' - HM Inspectorate of Probation,
Research & Analysis Bulletin, 2021/04, July 2021



KEY SUCCESS FACTORS

- Assessments should incorporate all available sources of information to understand the whole context of the child's life
- The various assessments should be pulled together into a single document that identifies and summarises these diverse sources, facilitating understanding by all partners of the child they are working with.
- Planning should involve all relevant agencies to ensure that they all understand how promoting the child's welfare contributes to promoting safety and public protection.
- good sequencing is essential to ensure that interventions are delivered in a way that will have the most impact.
- The YOT case manager should act as a champion to other agencies and services, for example encouraging children's services to include appropriate actions within a child in need plan or advocating an intervention from CAMHS.



OPERATIONAL PARTNERSHIPS

Effective operational partnerships are essential for the joint management of individual cases, including :

- Out of Court Disposal Panels
- MACE panels
- Contextual safeguarding panels
- MAPPA and MARAC

Brighton and Hove YOT

Adolescent Vulnerability Risk Meeting (AVRM) - weekly meeting, jointly chaired by YPS/police includes social care, health, education, family therapy. High risk of harm cases – 8 per week

AMBIT model - 'team around the worker' - agency with the strongest relationship with the young person leads the engagement – others support them. Reduces burdens and duplication for the child; simplifies accountability



OPERATIONAL PARTNERSHIPS IN CAMDEN

Camden Youth Offending Service was rated 'outstanding' on 9 out of 12 HMIP standards in 2020 including for partnerships and services. It has a strong management board well linked into local strategic partnerships who agreed a five-year Youth Safety Taskforce plan in 2018, plus some key operational partnership innovations too:

1. **Enhanced Constructive Resettlement (ECR)** initiative for children leaving custody
2. **'Engage' diversion programme** – joint with the police and early help. Identifies FTE in police custody at risk of involvement in serious youth violence or criminal exploitation
3. **Daily Risk Briefing** – joint with police, MASH rep, community safety. Daily conference call for the police to share intelligence on contacts with children on the YOS caseload (eg arrests, stops and searches) in previous 24 hours



IN CONCLUSION

Collaboration – with partners, providers and the local community is integral to how services are planned to meet needs and allow for appropriate innovation. A majority of YOTS do this well.

Strategic and operational collaboration – are both essential

Services – a strong mix of targeted, specialist and mainstream services, providing the necessary range and depth of intervention to meet the full range of needs.

Shared knowledge, assessments, planning – are necessary to ensure effective sequencing and coordination of interventions

Panels and clear protocols – so roles, responsibilities and processes – including transitions between services and referral criteria and eligibility are all agreed and in the best interests of the child

Learn from the best – many of you are already do this well but there's always things to improve. Share good practice and keep innovating and evaluating everything you do.



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