

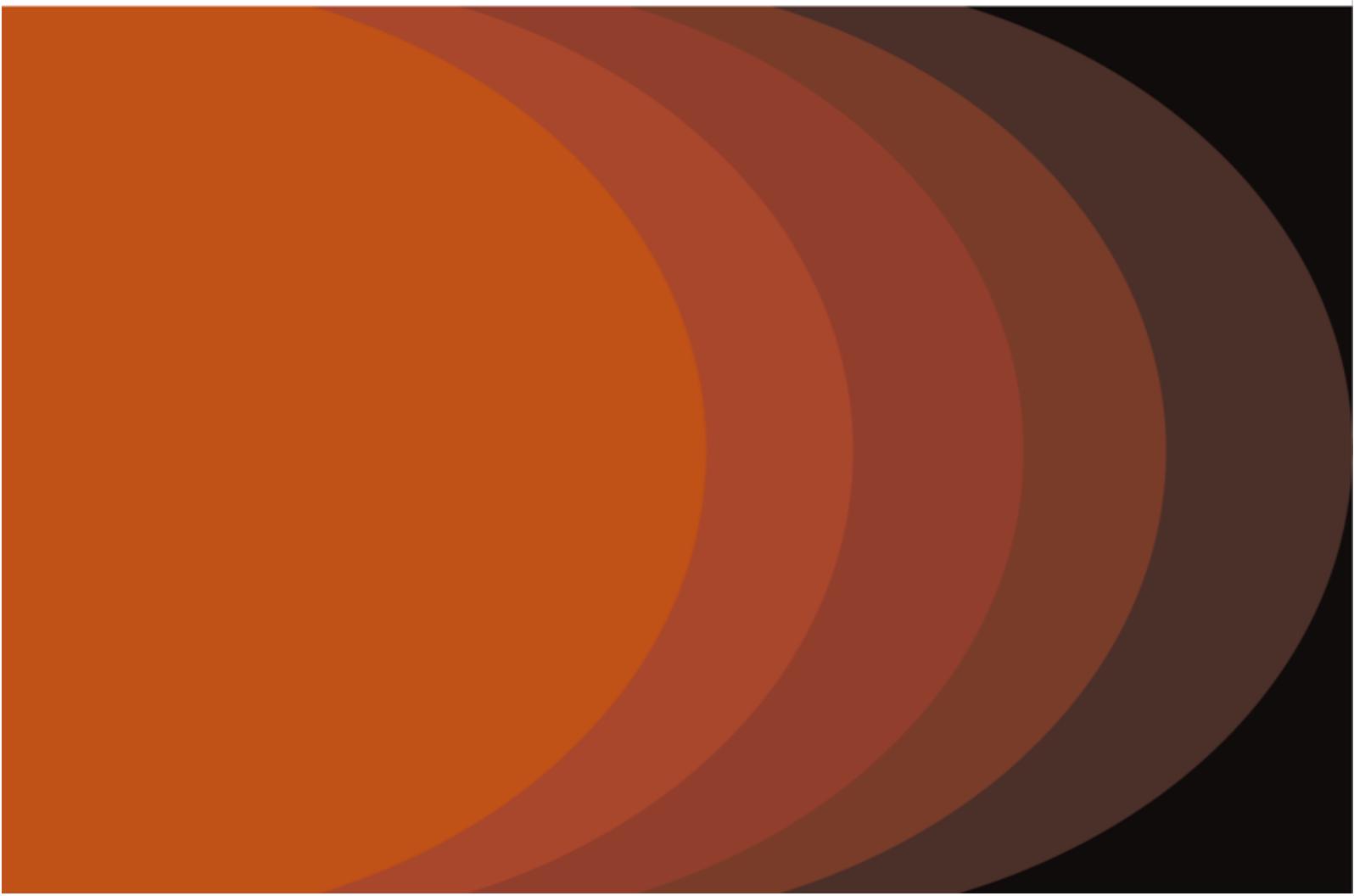


Her Majesty's
Inspectorate of
Probation

An inspection of youth offending services in

Harrow

HM Inspectorate of Probation, December 2021



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The role of HM Inspectorate of Probation

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We report on the effectiveness of probation and youth offending service work with adults and children.

We inspect these services and publish inspection reports. We highlight good and poor practice and use our data and information to encourage high-quality services. We are independent of government and speak independently.

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

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Foreword

This inspection is part of our programme of youth offending service (YOS) inspections. We have inspected and rated Harrow Youth Justice Service (YJS) 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, Harrow YJS was rated as 'Requires improvement'.

The inspection found a service that is dedicated to learning and is reviewing its practice to identify areas of development and strengths. The YJS has made a promising start to address disproportionality and diversity. However, relationships with some strategic partners need to be strengthened.

Staffing has been rated as 'Good', workloads are manageable and there is a good training offer. Staff report that their managers are approachable and supportive. However, oversight of case management had not always met the needs of the cases. The YJS has access to extensive services, available to all children, but there is no YJS provision for speech, language and communication interventions.

The children who were interviewed and completed a text survey as part of the inspection were extremely positive about their experiences of working with the YJS. We found that children and parents or carers were meaningfully involved in the disposals we inspected. However, the service itself was not effective in using information gathered from children, parents or carers to inform its strategic direction.

The impact of Covid-19 cannot be underestimated; the service has been required to adapt quickly, including moving to remote and virtual working. Unfortunately, the Civic Centre, which was the base for the YJS, has still been deemed unsafe to reoccupy as it is not Covid-19 secure, so the YJS does not have a stable location.

Assessment of cases is effective, and practitioners have a clear understanding of a trauma-informed approach. Planning for post-court cases was sufficient but contingency planning has been a weakness across both out-of-court and post-court cases. Implementation and delivery of interventions requires improvement; more needs to be done to ensure that services are working collaboratively.

The out-of-court disposal process has been adapted to ensure that children have a thorough assessment before decisions are made. However, policy and provision do not promote the use of youth cautions (YCs) and the YJS is missing opportunities for further diversion. The 'Turning Point' pilot is operating in Harrow, offering diversion for children who have committed low-level offences. While it is positive that the pilot is being delivered, and we welcome research to improve the offer for children receiving out-of-court disposals, we found that communication between the YJS and Turning Point needed to improve when children were selected for the pilot.

In this report, we make a number of recommendations we hope will enable Harrow to make the improvements needed to deliver a high-quality service for children.



Justin Russell

HM Chief Inspector of Probation

Ratings

Harrow Youth Justice Service		Score	17/36
Overall rating		Requires improvement	
1. Organisational delivery			
1.1	Governance and leadership	Requires improvement	
1.2	Staff	Good	
1.3	Partnerships and services	Requires improvement	
1.4	Information and facilities	Requires improvement	
2. Court disposals			
2.1	Assessment	Outstanding	
2.2	Planning	Good	
2.3	Implementation and delivery	Requires improvement	
2.4	Reviewing	Requires improvement	
3. Out-of-court disposals			
3.1	Assessment	Good	
3.2	Planning	Requires improvement	
3.3	Implementation and delivery	Requires improvement	
3.4	Out-of-court disposal policy and provision	Requires improvement	

Executive summary

Overall, Harrow Youth Justice Service (YJS) is rated as: 'Requires improvement'. This rating has been determined by inspecting the YJS in three areas of its work, referred to as 'domains'. We inspect against 12 core '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.¹ Published scoring rules generate the overall YJS rating.² The findings and subsequent ratings in those domains are described below.

We have not inspected the quality of resettlement policy and provision as a separate standard. This is because the YJS did not have any custody cases in the 12 months before the inspection. However, its broader resettlement policy and provision are discussed in the report.

Organisational delivery

The YJS arrangements for governance and leadership, partnerships and services, and information and facilities have been rated as 'Requires improvement'. The arrangements for staffing are rated as 'Good'.

The management board has a clear vision, with a 'child first' approach at its centre. The vision is focused upon reducing violence, addressing substance misuse and positively impacting upon disproportionality. Most strategic partners are represented at the board. However, attendance from the National Probation Service, community rehabilitation company (CRC) prior to unification and children and adolescent mental health services (CAMHS) has been inconsistent in the past year. This, coupled with representation from the police at insufficient seniority, has impacted upon the board's ability to hold effective strategic discussions. The board is provided with valuable and detailed performance data. Richer analysis of this is required to assist members in understanding the needs and demographics of the children who access Harrow YJS. While the board has been reviewing its impact and has identified key actions to improve its functioning, at the time of our inspection it was not operating as effectively as it could.

The staff and volunteers are motivated and passionate in the work that they undertake with children and families. Staffing levels are sufficient and workloads are manageable. The team includes seconded staff from partner services and other specialist workers to give children a wide range of support. Staff have access to internal and external training, which has enabled several to progress to different roles. Staff described the management team as approachable and supportive. However, while there was management oversight in the cases we inspected, this did not consistently meet the needs of the cases.

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

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

² Each of the 12 standards is scored on a 0–3 scale in which 'Inadequate' = 0; 'Requires improvement' = 1; 'Good' = 2; 'Outstanding' = 3. Adding these scores produces a total score ranging from 0 to 36, which is banded to produce the overall rating, as follows: 0–6 = 'Inadequate', 7–18 = 'Requires improvement', 19–30 = 'Good', 31–36 = 'Outstanding'.

There are a wide range of services available, targeted at addressing the needs of the children. However, there is no YJS provision for speech, language and communication needs and YJS children need to access a universal service based at Northwick Park Hospital. Most practitioners were not aware of this option. Strategic relationships with children's social care (CSC) are strong, offering a high level of support and effective challenge. However, operationally, some staff reported that there are some inconsistencies in the support and delivery CSC offers to children when the YJS is involved and cited examples of CSC withdrawing services when the YJS becomes involved.

The 'Turning Point' pilot is a police-led initiative run by the Metropolitan Police Service along with Cambridge University operating in Harrow, Barnet and Brent. The pilot started in Barnet in 2018 and was formally rolled out to Brent and Harrow in January 2020. The trial will close to new cases on 31 December 2021 with the last case completing the Turning Point contract in April 2022. It is a deferred prosecution scheme for children who have committed low-level or first-time offences and would be eligible to receive a youth caution (YC) or youth conditional caution (YCC). Children who did not initially admit guilt or gave no comment in police interviews and children eligible to be charged to court can also be considered. If accepted, children enter into a bespoke contract and thereby avoid prosecution and a court case. If they successfully complete the contract, the child receives a 'no further action' (NFA) for their offence, closed under Outcome 22.³ The intention is to address disproportionality and offer diversion from the criminal justice system.

The pilot is implemented as a randomised control trial. To confirm eligibility, children are screened using an online tool and are then selected at random into the control group (caution or charge as normal) or the treatment group (offered Turning Point). Selected children who complete their contract with Turning Point receive an NFA. Those not selected continue through the normal YJS process, receiving a YC, YCC or charge to court.

It is positive that research is being undertaken to better understand the effectiveness of diversionary schemes. However, we found that the communication between the YJS and Turning Point needed to improve when children were selected for the pilot; increased information-sharing and, where appropriate, collaboration between the services would contribute to the pilot's effectiveness.

Harrow YJS has made a commitment to, and is prioritising, the reduction of disproportionality⁴. Its plan details a three-track approach: delivering local programmes to children; developing service wide 'cultural competence'⁵ to ensure that diversity is understood and valued and to minimise unconscious bias; and advocating for wider structural and systemic changes. Following a 'race review' in 2020, the YJS has changed terminology and focused on promoting positive experiences for staff, children and families from black, Asian and minority ethnic backgrounds. Harrow and its partners offer a wide range of programme interventions to meet the diversity needs of their children. In most of the cases we inspected, practitioners were able to identify and understand children's diverse needs. The YJS

³ Outcome 22 is a Home Office counting rule that categorises the outcome of crimes which have not been given a formal criminal justice sanction because the offender (adult or child) has completed a diversionary intervention.

⁴ The over-representation of any particular group within the criminal justice system.

⁵ the ability to understand, appreciate and interact with people from cultures or belief systems different from one's own.

has not fully achieved all its targets on disproportionality, but it has made a promising start.

In the cases we inspected, we found that practitioners engaged children, parents and carers meaningfully. In the interviews and text survey we conducted with children, it was also evident that their experiences with the service had been extremely positive. Children reflected that their case managers had been supportive, helpful and flexible in completing sessions. It is essential that the YJS uses the views of children and families, so their experiences can influence and contribute to the strategic direction of the service.

Key findings about organisational delivery were as follows:

- The YJS has made a clear commitment to and has prioritised the reduction of disproportionality. It has taken strategic steps to train staff and partners appropriately and address systemic racism. There are services available for children in over-represented groups to increase their self-esteem and opportunities.
- Practitioners and volunteers are motivated and passionate about their work with children and families.
- The service has seconded staff from the police, probation service and health and a commissioned education, training and employment (ETE) worker from Prospects (career information, advice and guidance service). There are also specialist workers, including those covering education and substance misuse.
- Staff have access to training and there are routes for progression within the service.
- The service has a wide range of in-house amenities and access to external providers to deliver effective interventions.
- Harrow YJS is a learning organisation and has undertaken reviews with partners and staff to evaluate its practice and implement positive changes.

But:

- Although most partners are represented at the board, there has been inconsistent attendance from the Probation Service, CRC and CAMHS. Police attendance has not been from staff of appropriate seniority.
- The board does not fully understand youth justice provision and processes and therefore, it has not been able to advocate for the service effectively. For example, there is no YJS provision for speech, language and communication needs, and limited evidence that the board has identified this as requiring expediting for YJS children.
- Management oversight is not consistently effective and does not always meet the needs of the cases.
- Relationships with some partners need to be strengthened. This is not only to ensure that children and families are receiving consistent support, but also so that concerns about provision can be heard strategically and resolved.

- Analysis needs to be richer and more in-depth to explore desistance, risk and safety factors to enable greater understanding of the children and families who access the service.
- While the service uses a variety of mechanisms to capture the voice of children and their families or carers, there is limited evidence that these are collated and used to inform service delivery.
- Because the Civic Centre is not Covid-19 secure, the service does not have dedicated premises for staff and children to attend, and the corporate plans being implemented to resolve this will take time.

Court disposals

We took a detailed look at 11 community sentences managed by the YJS. We also conducted eight interviews with the relevant case managers. We examined the quality of assessment; planning; implementation and delivery of services; and reviewing. Each of these elements was inspected in respect of work done to address desistance, to keep the child safe, and to keep other people safe.

Assessment has been rated as 'Outstanding'; this is because in the areas of desistance, safety and wellbeing, and risk of harm over 80 per cent of the cases we inspected were considered satisfactory in relation to quality of assessment. Overall, planning has been rated as 'Good'. Both delivery of services to, and reviewing of, court cases were rated as 'Requires improvement'.

Our key findings about court disposals are as follows:

- Multiple sources are used to inform assessment. Practitioners also employ a trauma-informed approach to understand the needs of the cases.
- Case managers provide a comprehensive analysis of offending, which includes consideration of the child's diversity needs and an understanding of their personal circumstances.
- Case managers involve children and their parents or carers in the assessment, planning and delivery of disposals.
- Planning has effectively involved other services and oversight forums and has aligned with existing plans.
- Delivery of desistance is strong and tailored to the needs of the child with diversity needs taken into consideration.

But:

- The concerns and risks related to actual and potential victims are not always planned for.
- Contingency planning needs to be clearer and robust so that there are detailed, identifiable actions should risks increase.
- There needs to be clearer communication between services to manage risk and keep the child safe.
- When services, resources or programmes have been identified as being essential, these need to be followed up to ensure that the child is able to access them.

- Reviewing needs to be timely and completed to reflect changes in the circumstances of the child.
- Where there have been changes to a child's safety or risks they present to others, the plan of work needs to be adjusted accordingly.

Out-of-court disposals

We inspected 14 cases managed by the YJS that had received an out-of-court disposal. These consisted of nine community resolutions and five other disposals. We interviewed the case managers in eight cases. Two of the cases were initially assessed by the YJS and part of its out-of-court disposal panel before becoming subject to the Turning Point pilot. This meant they were within the scope for cases to be reviewed as part of the inspection.

We examined the quality of assessment; planning; and implementation and delivery of services. Each of these elements was inspected in respect of work done to address desistance, to keep the child safe and to keep other people safe. The quality of the work undertaken for each factor needs to be above a specified threshold for each aspect of supervision to be rated as satisfactory.

We also inspected the quality of policy and provision for out-of-court disposals, using evidence from documents, meetings and interviews.

We have rated the quality of implementation and delivery, reviewing and out of court policy and provision as 'Requires improvement'. Assessment was rated as 'Good', with over 70 per cent of the out-of-court cases we inspected being satisfactory for this standard.

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

- Practitioners use information effectively from a variety of sources to inform assessment.
- Assessment identifies and analyses desistance and risks to and from the children appropriately.
- Harrow YJS has adapted the out-of-court disposal provision to allow thorough assessments to be completed before the panel decision.
- There are effective measures to monitor, review and scrutinise practice for out-of-court disposals. This has led to changes to improve service delivery.

But:

- Contingency planning for both safety and wellbeing, and risk of harm does not clearly identify actions and responses and the roles of other services should risk increase.
- Planning does not consistently address all risks to the child.
- The out-of-court disposal policy has not been completed collaboratively with the police. The policy does not detail how diversity or disproportionality is to be addressed.
- The policy and provision do not effectively promote youth cautions, and the YJS is missing opportunities to divert children from the criminal justice system.

- Where cases have been selected for the Turning Point pilot, communication between the two services is not currently effective and the YJS has limited awareness of plans, interventions completed or outcomes for the child.
- Children did not always receive the necessary intervention and support to address desistance, safety and risk.

Recommendations

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

The chair of the management board should:

1. ensure that there is consistent attendance by representatives of the appropriate seniority from all statutory partners
2. work with board members so they understand their role and the function of the YJS to enable them to challenge and advocate on behalf of the children and families accessing the service.

The Harrow YJS partnership board should:

3. ensure it is receiving analytical data that improves its understanding of the needs of children who access the YJS and better informs its strategic direction for the service
4. challenge and advocate for the YJS across the partnership to ensure that children are prioritised and able to access services and provision effectively to meet their needs
5. ensure that there is provision and a clear pathway to identify and address the speech, language and communication needs of children known to the YJS.

The Harrow Youth Justice Service should:

6. ensure that all out-of-court disposal options are known, considered and promoted so that children can be diverted from the criminal justice system effectively
7. formally collate feedback from children and families who access the service and use this to inform service delivery.
8. improve the quality of delivery of interventions for all children where safety and wellbeing concerns or risks to others are identified.

The Metropolitan Police and Harrow Youth Justice Service should:

9. review and improve communication between both services, particularly at operational level, to ensure effective information-sharing, joint working and progression reports in relation to all children participating in the Turning Point pilot.

Background

Youth offending teams (YOTs) work with children aged 10 to 18 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. HM Inspectorate of Probation inspects both these aspects of youth offending services.

YOTs are statutory partnerships, and they are multidisciplinary, to deal with the needs of the whole child. They are required to have staff from local authority social care and education services, the police, the Probation Service, and local health services.⁶ Most YOTs are based within local authorities, although this can vary.

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

The London Borough of Harrow is located in the north west of London and forms part of outer London. It borders four other London boroughs - Barnet, Brent, Ealing and Hillingdon. The total population of Harrow is estimated as 252,338 and within that there are approximately 58,373 children, making up 25 per cent of the population. Harrow is a diverse borough: 84 per cent of all children are from minority ethnic groups; 25 per cent are of Indian origin and 16 per cent are 'other Asian'; 16 per cent are white British. In January 2021, 90 per cent of the school population belonged to an ethnic group other than white British. The top five recorded languages spoken by Harrow's school children are English, Romanian, Gujarati, Tamil and Arabic. Approximately 6,500 children, equating to 12 per cent of Harrow children, are living with families that are income deprived. Harrow's national ranking for deprivation has declined slightly since 2015; the borough has fallen the equivalent of nine ranking places in relation to other English local authorities. Two of Harrow's areas are among the 20 per cent most deprived in England; however, none are in England's 10 per cent most deprived areas.

Harrow Youth Justice Service (YJS) sits within the people directorate in the children and families division of Harrow local authority. About four to five years ago the borough decided to place the YJS under the head of service for early support to increase access to early help. Harrow YJS works to the strategic priorities of Harrow's youth justice partnership board, which aligns with the community safety partnership (Safer Harrow). In addition, the YJS has close operational links with the violence, vulnerability and exploitation team (VVE), children's services, community safety and violence reduction unit, North London Rescue and Response, and Prospects.

The pandemic has had a significant impact on Harrow YJS and the children and families who access this service. Practical arrangements for seeing children have been adapted, but it has maintained service mainly through online work. It has continued to work face to face where risk assessments demonstrated this was needed and could be managed safely. The effect of the adapted ways of working for staff, children and families should not be underestimated and we have taken the

⁶ The *Crime and Disorder Act 1998* set out the arrangements for local YOTs and partnership working.

impact of the pandemic into consideration during our inspection. The service was preparing for a major relocation from the Civic Centre. However, due to the pandemic, access was restricted and it has been deemed unsafe as not being Covid-19 secure. Temporary measures are in place, including using other council community premises, but the YJS does not have a stable base.

Contextual facts

Youth justice information

143	First-time entrant rate per 100,000 in Harrow ⁷
260	First-time entrant rate per 100,000 in London
207	First-time entrant rate per 100,000 in England and Wales
43%	Reoffending rate in Harrow ⁸
38%	Reoffending rate in England and Wales

Population information⁹

252,338	Total population Harrow
24,710	Total youth population (10–17 years) in Harrow

Caseload information¹⁰

Age	10–14 years	15–17 years
Harrow YJS	22%	78%
National average	22%	78%

Race/ethnicity	White	Black, Asian and minority ethnic	Unknown
Harrow YJS	23%	73%	3%
Harrow	16% ¹¹	84%	-
National average	69%	28%	3%

Gender	Male	Female
Harrow YJS	88%	12%
National average	85%	15%

⁷ Youth Justice Board. (2020). *First-time entrants, January to December 2019*.

⁸ Ministry of Justice. (2021). *Proven reoffending statistics, April 2018 to March 2019*.

⁹ Office for National Statistics. (2021). *UK population estimates, mid-2020*.

¹⁰ Youth Justice Board. (2021). *Youth justice annual statistics: 2019 to 2020*.

¹¹ Information from Harrow YJS.

Additional caseload data¹²

32	Total current caseload: community sentences
2	Total current caseload in custody
0	Total current caseload on licence
9	Total current caseload: out-of-court disposals

Education and child protection status of caseload

8%	Proportion of current caseload 'Looked After Children'
5%	Percentage of current caseload with child protection plan
13%	Percentage of current caseload with child in need plan
0	Percentage of current caseload aged 16 and under not in school/pupil referral unit (PRU)/alternative education
20%	Percentage of children aged 16 and under in a PRU or alternative education
40%	Percentage of current caseload aged 17+ not in education, training or employment

For children subject to court disposals:

Offence types ¹³	%
Violence against the person	18%
Robbery	72%
Theft and handling stolen goods	9%

¹² Data supplied by the YJS, reflecting the caseload at the time of the inspection announcement.

¹³ Data from the cases assessed during this inspection.

1. Organisational delivery

The YJS arrangements for governance and leadership, partnerships and services, and information and facilities have been rated as 'Requires improvement'. The arrangements for staffing are rated as 'Good'.

The board has identified appropriate priorities and has a clear vision that includes a child-first approach. Addressing disproportionality is a key area and the YJS has made a promising start in this. There are good links between the board and the YJS; board members have been able to attend the YJS and YJS staff have been given the opportunity to observe board meetings.

Most statutory partners are represented at the board, including education, youth magistrates, clinical commissioning group (CCG), Compass (Harrow young people's substance misuse service), Young Harrow Foundation (voluntary organisation that supports children and young people) and the Harrow-based Ignite Youth charity. However, in the past year, there has been inconsistent attendance from the Probation Service, CRC and CAMHS. Although the police attend regularly, the insufficient level of seniority has not allowed for discussions and challenges to be heard at the suitable strategic level. There are now appropriate representatives from the Probation Service and police.

The board is provided with valuable and detailed performance data, but a greater depth of analysis is required to assist members in understanding the children who access Harrow YJS. While the board has been reviewing its impact and has identified key actions to improve its functioning, at the time of our inspection it was not operating as effectively as it could.

Staffing levels are sufficient, and staff find their workload manageable. The team includes seconded staff from partner services and other specialist workers, giving children a wide range of support. The staff and volunteers presented as motivated and passionate in the work that they undertake with children and families. The service has identified that appraisals needed improving and is taking measures to address this. Staff report that they are still not finding these valuable and they are not completed consistently or promptly.

Management oversight was recorded in all the cases we inspected. Where this was sufficient, oversight was detailed, provided case managers with the opportunity to discuss concerns and appropriate actions noted. However, this was not consistent and did not meet the needs in all cases. We found that oversight had not always identified or challenged delays in processes, for example, signing off a referral order contract and timeliness of assessments. In these cases, this had impacted on the child's progress on the disposal and not all identified interventions had been completed. In several cases, oversight did not explore deficits in the case where there were risks to the child. In addition, in one case more needed to be done to explore and challenge the child in need plan to ensure this was effective.

Staff have access to ample training opportunities and feel that they are sufficiently experienced and qualified to undertake their roles. Although the training process would benefit from a more formalised approach, there is evidence of staff accessing training opportunities and achieving internal progression.

The YJS has a business analyst who provides comprehensive performance reports to the YJS and partnership board. While this information is detailed and valuable, there

needs to be wider analysis to understand desistance, safety and risk factors, and experiences of the children and families who access the YJS.

The service has a probation practitioner, CAMHS worker, education specialist and youth justice liaison and diversion (YJLD) worker. However, there is no YJS provision for speech, language and communication needs and staff have not been trained in how to recognise and understand these. Strategic relationships with children's social care (CSC) are strong, offering high-quality support and challenge. However, operationally there are inconsistencies in the support and delivery of services offered by CSC when the YJS is involved. Communication between the YJS and Turning Point also needs to be more robust to ensure effective collaboration. There are a wide range of services available that mostly meet the needs of the children; the service uses in-house and external provision effectively. There are also a range of interventions for overrepresented groups within the YJS.

Harrow YJS is a learning organisation which is dedicated to improving practice. This has assisted the development of quality assurance processes and improved the quality of reports prepared for courts and panel members. Analysis of performance is frequent and valuable. However, greater focus needs to be given to developing a wider understanding of the children and families who access this service. Policies covering all appropriate areas are in place, but would benefit from effective collaboration with partners, and should feature diversity and tackling disproportionality.

The pandemic has presented the YJS with challenges in having a safe and secure base for staff and children. While temporary accommodation has been arranged, there is no secure base for the YJS, and a lack of appropriate facilities has affected both staff and children. There has been a clear improvement in ICT and the service provided laptops and smart phones to staff for homeworking. Unfortunately, staff report that the case management system can be unpredictable, and work is lost because of technical issues.

Strengths

- The YJS has made a clear commitment to and prioritised the reduction of disproportionality. The YJS has taken strategic steps to train staff and partners and address systemic racism. Services are available for children in overrepresented groups to increase their self-esteem and opportunities.
- Harrow YJS is committed to being a learning organisation and has undertaken reviews with partners and staff to revise its practice and implement changes.
- Practitioners and volunteers are motivated and passionate about their work with children and families.
- The service has seconded staff from the police, probation service and health and a commissioned education, training and employment worker from Prospects. There are also specialist workers covering education and substance misuse.
- Staff have access to ample training and there are routes for progression within the service.
- The service has a wide range of in-house amenities and access to external providers to provide effective intervention.

Areas for improvement

- Most partners are represented at the board but there has been inconsistent attendance from the Probation Service, CRC and CAMHS over the past year. Police attendance has not been at appropriate seniority.
- The board does not fully understand youth justice provision and processes and therefore has not been able to advocate for the service effectively.
- Management oversight is not consistently effective and does not always meet the needs of the cases.
- There is no YJS provision for speech, language and communication needs and the staff have not been trained in this area.
- Relationships with some partners need to be strengthened, not only to ensure that children and families are receiving consistent support but also so that concerns about provision can be heard strategically and resolved.
- Analysis of desistance, risk and safety factors needs to be richer and more in-depth to enable greater understanding of the children and families who access the service.
- While the service uses a variety of mechanisms to capture the voice of children and their families or carers, there is limited evidence that these are collated and used to inform service delivery.
- The service does not currently have dedicated premises for staff and children.

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.

Requires improvement

Key data

Total spend in previous financial year	£1,163,204
Total projected budget current for financial year	£1,177,492

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

Is there an effective local vision and strategy for the delivery of a high-quality, personalised and responsive service for all children?

The management board in Harrow is known as the youth justice partnership board. It aligns with the community safety partnership (Safer Harrow) and the Youth Justice Board strategic priorities. The chair of the management board is the corporate director for people services in the council and reports to the chief executive. He is also the statutory director for children's services. Senior managers for education,

children's and adult social care, and public health report to him. The chair has been in post for four years and has chaired the partnership board throughout this time. The chair is also a core member of the adult and children safeguarding boards, and a member of the safeguarding partnership, the health and care executive board, and the Safer Harrow partnership board.

The board's priorities are clear and take a child-first approach to reduce violence, maintain welfare and wellbeing, reduce substance misuse and address disproportionality. A consultation involving board members was undertaken into current and suggested future priorities. This collaborative approach enabled board members to express their views and identify appropriate areas of focus, such as greater reporting of children's views. Magistrates said that the strategic plan involved all partners and they fully endorsed the vision of a child-first approach.

The board is aware that Harrow children are affected disproportionately in their experience of the criminal justice system. For instance, using the Youth Justice Board disproportionality tool, Harrow has identified that black and mixed heritage children have higher representation in the reoffending group. It has endorsed a three-track approach to reducing disproportionality and the service has made a promising start.

The board is regularly provided with performance data information; this is detailed, and attendees have found this valuable. However, the data needs to provide wider and richer analysis to assist board members in having a greater understanding of desistance, safety and risk for children involved with the YJS. In addition, the board does not consistently receive data analysis from the partnership services that YJS children access. Although, the board has identified gathering children and family's views as a priority, this has not yet been achieved. This information is essential to assist the board in understanding the experiences of the children. An enhanced understanding of children and families and their experiences, alongside a review of existing provision, would further support the board in setting the strategic direction of the YJS and in the identification of any gaps.

Induction for board members has varied as there is no specific structure for this. Some members have met the chair or vice-chair and discussed previous board reports and papers, while others observed the board before they became a member. Some met other partners on the board to understand their roles and responsibilities.

The board meets every six weeks. While this means the board can regularly review operational progress, the high frequency has affected the attendance of members at a suitable senior level. A lengthier period between meetings (such as quarterly) would afford more time for agreed actions to be progressed and implemented, and might enable appropriate representatives to attend more frequently and result in an improved strategic focus.

Do the partnership arrangements actively support effective service delivery?

It is evident that the board has good strategic and operational relationships with several of the partnerships, including the head teacher of the pupil referral unit (PRU) and the Harrow borough council education lead, who both attend and actively contribute. Partners reported that regular updates are presented at the board and this has facilitated knowledge and understanding of the wider partnership arrangements. Service level agreements in place include those with Compass (substance misuse service), CAMHS and Mind and clearly outline provision available

to the YJS and the referral pathways. Representatives from Ignite Youth also attend the board regularly and provide constructive feedback.

Other key strategic relationships with some of the board attendees and the services they represent need to be strengthened and expectations clarified, for example, those with the police. This will ensure that there are suitable discussions, challenges and decisions at a strategic level. The partnership board is aware that it needs to bolster relationships and has identified this as an area of development. The board recently conducted a review of its impact led by the new vice-chair. Actions from the review included revising the terms of reference to clarify roles and to further strengthen relationships. Consequently, it has now been decided that a practice leader will attend the board along with existing members, the director of children's services and the director of the children and families division to represent children's social care.

Harrow YJS is currently involved in the police-led Turning Point pilot, which the board discussed and endorsed. However, the communication between the YJS and Turning Point needs to improve when children are selected for the pilot, and increased information-sharing and collaboration between the services would contribute to increasing the pilot's effectiveness. When we met with the board, some members did not fully understand the details of the pilot, or that there were some operational challenges regarding effective communication and cohesive working.

Does the leadership of the YOT support effective service delivery?

The head of service has been working in Harrow since 2013 and in the current post since 2018. His remit as head of the YJS service and early help includes the youth offer and a children's centre. The team manager, who joined Harrow in 2018, has oversight of the three deputy team managers as well as other specialist workers. Both the head of service and the team manager presented as knowledgeable, invested and dedicated to working with Harrow children and families. The deputy team managers are experienced, long-standing staff who have successfully progressed within the service.

The head of service and team manager attend the board. Deputy team managers occasionally attend the board, for example, to present work. They described themselves as operational rather than strategic. Nevertheless, a more frequent presence from the deputy team managers would strengthen links operationally and strategically.

Following a self-evaluation in 2019, the service recognised that it needed to enhance the links between the board and the YJS. This has included providing opportunities for board members to shadow the YJS and for YJS staff to attend and observe the board. Staff reported that they receive feedback from the team manager following board meetings. In our staff survey, 94 per cent of the staff felt that they were sufficiently aware of management board activities. However, only 69 per cent stated that they were adequately updated on strategic issues. Additionally, we found that some staff were unsure about the strategic direction for addressing disproportionality.

The pandemic has had a profound effect on service delivery. However, the YJS, with endorsement from the board, developed a plan that ensured that children have received support, intervention and direct contact with practitioners. The board has continued to meet during the pandemic and review the impact of Covid-19, making appropriate adjustments when needed.

1.2. Staff



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

Good

Key staffing data¹⁴

Total staff headcount (full-time equivalent (FTE))	26
Youth justice practitioners (including seconded probation practitioner)	8
Vacancy rate (total unfilled posts as percentage of total staff headcount)	4%
Average caseload per case manager (FTE) ¹⁵	6
Average annual working days sickness (all staff)	3.44

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

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

The head of service oversees the youth justice and early support services; he has direct responsibility for a team manager and business analyst. There is a team manager and three deputies who between them have responsibility for all seconded staff, youth justice practitioners and commissioned workers. They all have subject leads, including education, out-of-court disposals and restorative justice.

Staffing levels are sufficient and the one vacancy is for a student. There is a good complement of seconded staff from partner services to support multiagency working. In our staff survey, 81 per cent of respondents said that their workload was manageable, a view that was also echoed in our meetings with staff and managers. There has been a notable reduction in interventions (disposals open to the YJS) from 164 in 2019–2020 to 114 in 2020–2021. This fall has been linked to a decline in court output due to the pandemic. The average caseload per case manager is six, but the June 2021 monthly scorecard identified that staff are holding between two and nine live interventions each.

The deputy managers hold a weekly allocation meeting. They have access to children's social care (CSC) case management systems and use this, along with other information, to inform allocation decisions. Cases are discussed with the practitioner before allocation, which also assists with active management of workloads. Staff described their managers as approachable and felt they can raise any concerns about capacity.

Staff sickness is relatively low with only 3.44 days a year lost. This is an increase from the previous 12 months which saw 0.33 days lost. However, the rise related to

¹⁴ Data supplied by YJS and reflecting staffing at the time of the inspection announcement.

¹⁵ Data supplied by YJS and reflecting staffing at the time of the inspection announcement

a small number of staff who had Covid-19 stress-related illnesses. During this time, the service employed a locum worker to address the change in capacity.

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

Staff have access to a wide range of specialist training, including unconscious bias and cultural competency to assist in understanding and valuing diversity. In addition, practitioners in the team are trained in assessment, intervention & moving-on (AIM)2 (to support work with children involved in harmful sexual behaviour) and several, including two deputy managers, are AIM3-trained. The YJS made a commitment to developing staff so that they can undertake their work in a psychologically informed manner through the completion of forensic case formulation training. This approach has been successfully embedded and is reflected in the cases we inspected. In both domains two and three, practitioners have a good understanding of childhood trauma and the impact that this can have on children.

In the staff survey, 88 per cent of respondents felt that they were sufficiently experienced and qualified to manage medium- and high-risk cases. The remaining 12 per cent did not oversee medium/high-risk cases. In the same survey, 80 per cent of staff felt fully skilled and knowledgeable to undertake their role. Magistrates also reported that practitioners know their cases well, provide high-quality advice to the court and are confident in putting forward difficult and challenging recommendations.

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

Staff receive regular supervision that covers appropriate areas, including training, development, welfare and casework. Staff described managers as approachable and very supportive. In our staff survey, 60 per cent of respondents identified supervision as being 'quite good' and 40 per cent as 'very good'.

There is an annual appraisal process, but several staff have not yet had this. A YJS staff survey in 2020 identified that appraisals were an area of concern and were not seen as a valuable process. Follow-up actions included tailoring the appraisal process to individual needs. However, in the staff survey we undertook, only 20 per cent found appraisals to be very valuable and 33 per cent had not yet received their appraisal but should have done.

An induction process for new staff includes support to assist in transitioning into the role and procedures for addressing staff competency. This process and subsequent training for new staff have been hampered by Covid-19 restrictions. However, staff felt adequately supported and had received fortnightly supervision while they settled into the role. Volunteers said that they found the induction process to be useful and valuable. Nonetheless, newer volunteers felt that they would prefer more continuous oversight.

The YOT audit evaluation undertaken by the YJS in 2020 identified that there needed to be improvements to management oversight, and this needed to be strengthened on case records. In the cases we inspected, we found that this is still an area that requires development. There is evidence of regular recording of management oversight of cases, but only 48 per cent overall met the needs of the case – made up of 55 per cent for post-court cases and only 43 per cent for out-of-court disposal cases.

Are arrangements for learning and development comprehensive and responsive?

In 2019, the YJS undertook a self-evaluation identifying the need to continue to upskill staff based on a training needs analysis. This included taking stock of motivation, skills and competencies throughout the team to develop individual plans. The YJS keeps a training log to identify what training each member of staff has undertaken from 2019 to date. It shows that staff have completed a wide range of training, including trauma-informed practice, how to engage young people, desistance and good lives model, unconscious bias and contextual safeguarding.

Volunteer panel members said that they had full access to appropriate training opportunities to undertake their role, and also spoke of positive training experiences, such as attendance by guest speakers.

Development opportunities are available for all staff, such as the Professional Certificate in Effective Practice, and also the corporate management programme for first line and experienced managers. There is evidence of internal development and progression; all three deputy managers started in different roles in the YJS and have now progressed to managers. One member of staff has been successful in moving into a quality assurance role as well as managing cases, and another who started in an administrative role received support and training to progress to be a practitioner.

Do managers pay sufficient attention to staff engagement?

During the inspection, staff and volunteers presented as highly motivated and passionate about their work with children and families. In our staff survey, 67 per cent of respondents described themselves as 'very motivated' and 27 per cent as 'quite motivated'. Staff reported that they receive praise for their work through emails from managers that are shared across the team. Feedback is also given through supervision sessions, as well as a good practice slot at team meetings. Staff said that there were many opportunities, through supervision and team briefings, to contribute and be heard. In our survey, 79 per cent of staff felt that the service sought their views.

1.3. Partnerships and services



A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children.

Requires improvement

Caseload characteristics

Percentage of current caseload with mental health issues	53.8%
Percentage of current caseload with substance misuse issues	57.7%
Percentage of current caseload with learning disability (IQ under 70) or learning difficulty (special educational needs, speech, language and communication needs, dyslexia, etc.) or subject to an education, health and care plan	34.6%

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

Is there a sufficiently comprehensive and up-to-date analysis of the profile of children, used by the YOT to deliver well-targeted services?

A business analyst, who is separate from the YJS, provides an independent overview of data, but is also involved with the team and attends meetings. The analyst holds data days to support staff in ensuring the case management system is up to date. The business analyst works in collaboration with the board to ensure that it is receiving performance reports.

Analysis produced includes the YJS performance scorecard, which is presented at every board meeting. The analysis looks at key performance indicators, assessments countersigned, home visits and audits undertaken. The analysis provides information on the numbers and disposal types. The data is further split to identify those children involved with children's social care and those accessing education, training and employment. This information is valuable and allows an understanding of the profiles of children accessing the service. Analysis has also identified a reduction in statutory interventions and that out-of-court disposals now make up the bulk of work.

Although the current data analysis is informative, it has tended to focus on processes and targets rather than digging deeper to further understand the children and families accessing the YJS. Data and performance analysis would benefit from additional scrutiny of desistance, risk and safety factors to further develop knowledge of the profile of children in the YJS.

In 2018, Young Harrow worked with charities and other statutory services to capture the views of 4,358 children. The key themes identified were mental health and emotional wellbeing, youth violence, accessing employment opportunities, inequalities and being active. Although this information is extremely positive, the YJS needs to use the views of children and families who access it more effectively to inform service delivery.

Does the YOT partnership provide the volume, range and quality of services and interventions required to meet the needs of all children?

The YJS has a restorative justice team that includes coordinators and a victim liaison officer (VLO). The process for securing the victim's details from the police is complicated and has been problematic. However, once received, the VLO offers appropriate services, including completion of an impact statement. These statements are used at the referral order panel to give a voice to the victim/s. The VLO works closely with the victim support service and can signpost the victim/s to other support services. Volunteer panel members have never known an occasion where victims have attended the panel, and this is an area for consideration.

Restorative justice processes are available and discussed with the victim; these include letters of apology, shuttle mediation¹⁶ and restorative justice conferences. A restorative justice screening is completed with all children subject to both out-of-court disposals and post-court cases. This is to identify the best approach for completing restorative justice. Victims' views are considered for reparation projects.

¹⁶ Using indirect means of communication for mediation

With the restrictions of the pandemic, restorative justice workers have been creative in designing projects that can be completed remotely. These have included building bird boxes, writing thank-you cards to the NHS, and designing posters and recipe cards for local food banks. The children have also been writing menus and cooking the meals with their families. Sessions that needed to be stopped due to the pandemic, such as meeting parents of victims killed through knife crime and violent offences, will be reintroduced.

The service makes effective use of external providers to enrich the interventions available for children and families. These includes LEAP (conflict management) and No Knives, Better Lives (one-off events held at the Old Bailey with guest speakers). Other services include the advocacy service, 'box cleve' initiative London (building confidence and steering young people away from carrying a weapon), 'London gangs exit' and North London Rescue and Response. There is also the WISH centre, a charity to prevent self-harm abuse and exploitation, and Young Harrow Foundation. Watford Football Club's community sports and education trust offers Chances (an evidence-based sport and activity programme), Premier League Kicks (using football and sport to inspire young people in areas of high need) and Level Up, a mentoring programme. The YJS also has access to Compass (substance misuse service) and StreetDoctors (a national charity giving skills to at-risk young people to become part of the solution to violence).

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

Overall, the health provision for the YJS is good. The youth justice liaison and diversion (YJLD) worker completes a screening for all out-of-court cases and first-time entrants, and from this can make a referral to CAMHS or Harrow Horizons (mental health and wellbeing service for children and young people). There is also a 0.5 YJS CAMHS worker who can undertake assessments of children and, where appropriate, will refer them on to suitable provision. Waiting lists for CAMHS and neurodiversity pathways are lengthy, but the YJLD worker can retain cases while waiting for other services to become available. The CAMHS worker can also hold on to cases where the threshold for CAMHS is not met.

There are access and referral routes for tiers 1 and 2 emotional wellbeing services, and children can access other emotional wellbeing courses. The Mind charity is another service available for emotional welfare support, and Cedars Youth and Community Trust can undertake a range of youth work provision, including coaching, positive activities and leadership skills training.

There is a gap in provision for speech, language and communication needs. The only pathway for this is through the GP and hospital, which can be problematic in terms of getting feedback. The YJLD worker will screen out-of-court disposal and first-time entrant children. However, children who are post-court cases are only screened if the practitioner has identified an emotional wellbeing or communication need. As practitioners have not received training on speech and language needs, they may not be able to identify when a child has these.

The range of services to support children not in education, employment or training (NEET) includes the YJS specialist ETE worker, pupil referral unit (PRU), Prospects and the school engagement service. The YJS ETE worker offers one-to-one or group sessions to introduce these children to ETE-based activities, including goalsetting and applications, and liaises with schools and colleges to support applications and sustain

placements. The ETE worker supports and assists risk management for education and training providers working with YJS children. There have been improvements in reducing the post-16 NEET figure. In March 2020 this was at 60 per cent and had reduced to 54.5 per cent in March 2021. In June 2021 this had further decreased to 40 per cent. However, this figure remains high.

Harrow YJS delivers a summer arts college (Tiger Monkey programme), which runs for five hours a day for five weeks. The aim is to reintegrate children into education, training and employment. The programme introduces them to a range of constructive activities and qualifications. This did not run in 2020 and 2021 due to the pandemic restrictions, but there are plans for this to restart in 2022.

There is an operational 'violence, vulnerability and exploitation' (VVE) team. This is a specialist social care team that works with adolescents and children where there are safeguarding issues, including criminal exploitation, sexual exploitation and modern-day slavery. The local authority has an edge-of-care service, Supporting Families Together, and there is also the Keeping Families Together family coaching service. A community safety and violence reduction unit supports intelligence-sharing between council-led safeguarding, antisocial behaviour and violence-related services.

Other forums to support and oversee risks to and from children include the VVE daily briefing, safety and wellbeing risk management (SWARM) panel and multi-agency child exploitation panel (MACE). These are all multi-agency and include senior managers who oversee cases and take appropriate actions. There is also the serious violence panel, which links in with these forums but focuses on children nearing 18 and those over 18 and facilitates their transition to adult services. In several of the cases we inspected, these arrangements were effective in managing risk and safety, but this was not consistent in all the cases.

There was a short period when the service did not have a probation practitioner, but the YJS and probation service worked together to recruit to the post as soon as possible, and a new 0.5 FTE probation practitioner has recently started. There is an established process for the transition of children to adult services when they turn 18 and, while none of the cases we inspected involved transition, this appears to be robust and appropriate.

The police-led 'Turning Point' pilot is a diversion scheme currently operating in Harrow. Turning Point is part of a wider, national ministerial trial under the 'Chance to Change' (C2C) initiative, it seeks to implement recommendation 10 of the *Lammy Review* (2017).¹⁷ The intention of C2C is to assess whether it and the Turning Point, as a deferred prosecution model without a formal admission of guilt, can reduce reoffending and reoffending harm and, in so doing, also reduce the disproportionality of representation within the criminal justice system. The pilot allows children who have committed low-level or first-time offences and those who did not initially admit guilt to be considered for an alternative outcome. Children referred to the scheme have the opportunity to engage in a four-month conditional contract instead of receiving a youth caution, conditional caution or charge to court. If the child successfully completes the conditional contract, they receive a 'no further action' for their offence, closed under Outcome 22 (see footnote 3). As a randomised control

¹⁷ Lammy Review.(2017). *An independent review into the treatment of, and outcomes for Black, Asian and Minority Ethnic individuals in the criminal justice system*, https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/643001/lammy-review-final-report.pdf

trial, not all eligible cases are selected, with a 'randomiser' used to determine who will access this provision (see also p7).

It was clear through meetings and interviews during the inspection that the communication between the YJS and Turning Point needed to improve when children were selected for the pilot, and this was also reflected in discussions with Turning Point. Relationships between these two services need to be strengthened and measures put in place to ensure a shared understanding of the pilot and effective joint working for all children participating in it.

Involvement of children and their parents or carers

As part of the inspection process, children are invited to participate in a text survey and those whose cases are inspected are offered the opportunity to speak to an inspector to give their feedback. Positively, we were able to speak to 14 children out of the 25 cases we inspected. Nine children also responded to the text survey.

In the text survey, children were asked to rate the service from one to 10, with one being poor and 10 'fantastic'. All children rated the service as seven or above, with five rating this as a 10.

All of the children who we spoke to felt that their case manager had the right skills to work with them. Thirteen of the 14 children agreed that they had been able to access the right services and support they needed. Feedback from the children identified that they had a positive experience with the YJS, and this had enabled them to access education, training and employment, emotional wellbeing support and substance misuse interventions. Their comments indicated that they had been able to develop positive working relationships with the case manager. Seven children identified the support they received as being 'very good' and the remaining seven as 'quite good'. One child stated:

"My worker helps me see problems and work on myself. She never tells me what is wrong but looks for the root cause of the problem, using real-life situations. My worker is a problem solver, is understanding and she will take the time out to help you."

Undoubtedly, the pandemic has had a profound impact on service delivery. Nonetheless, all of the children we spoke to felt they had been offered contact in safe and easily accessible environments. Feedback showed that contact had been frequent, using virtual means as well as home visits. In one case, a child reported that even though his placement was a considerable distance from the office, and it was difficult for him to attend, his case manager would come to see him to encourage engagement.

Resettlement policy and provision

For this inspection we had no eligible cases to explore resettlement policy and provision as a stand-alone standard. However, we have reviewed the YJS's resettlement processes to establish if this translates into an ability to deliver effective resettlement services.

The Harrow social care working protocol outlines expectations of the YJS and CSC, including when a child is remanded to local authority care or youth detention. This protocol details the roles of services, joint working responsibilities and procedures required to manage safety and risks when a child is remanded or receives a custodial sentence. In addition, it clearly states that resettlement activity needs to start

promptly and that there will be separate resettlement meetings with appropriate professionals in attendance, where a personalised plan will be developed that takes into consideration the child's diversity needs.

The development of the resettlement meeting has been led by the team manager. While there is no specific resettlement team, the resettlement meeting requires all appropriate partnership services and practitioners working with the child to attend and work collaboratively.

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.

Requires improvement

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

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

Harrow YJS has a wide range of policies in place, including case manager guidance, a restorative justice policy and a home visit policy. There is also a joint social care and youth justice protocol outlining the roles and responsibilities for each service. Though most policies are in date or have recently been reviewed, the service's vision of a child-first approach has not been clearly embedded in all policies. The service has made a strategic commitment to delivering trauma-informed practice, but again this is not explicitly clear in the policies.

Policies and procedures are available on a shared drive that is easily accessible by staff. Positively, when asked how well they understood policies and procedures, 75 per cent of staff we surveyed stated, 'very well' and 25 per cent 'quite well'. However, some policies, such as the risk assessment and management policy and procedures, needed clearer guidance for case managers on specific safeguarding procedures.

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

The progress of a planned relocation of the YJS from the Civic Centre had been halted by the pandemic and the building was deemed unfit for use as not being Covid-19 secure. Temporary measures put in place include use of alternative venues in children's centres and youth centres, but the YJS does not currently have a stable base for staff and children. The YJS plan has acknowledged that this has affected the morale of staff and children. In our staff survey, 79 per cent of respondents said they did not have a suitable work environment. While staff understood the reasons for not having a secure base, they felt that after 18 months they were still no closer to securing appropriate work premises.

The increase in homeworking due to the pandemic has meant an increase in staff seeing children at home and completing interventions by virtual means. In our interviews with children, 100 per cent said that the places where they had contact with the YJS were safe and easy to get to. They commented that virtual

interventions and home visits were more convenient for them, and they appreciated the efforts made by practitioners.

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

Information-sharing is promoted through YJS staff access to the children's social care IT system. In the cases we have inspected, it was evident that practitioners used this system to inform their work with children and families.

As a result of Covid-19, all staff, including those normally office-based, were issued with laptops and phones enabling access to the systems. The YJS case management system, IYSS, has performed poorly in the past with work being lost and staff having to repopulate this. Although it appears that this system is now more stable, comments from our staff survey indicate that the system can still be problematic. When asked how well the IT assists in undertaking the job, only 14 per cent of staff respondents stated, 'very well' and 36 per cent 'quite well', with 36 per cent 'not that well' and 14 per cent 'not at all'.

As part of wider safeguarding and risk management, the serious violence panel and VVE uses a cloud-based system, E-Cins. A profile is created for anyone referred to the daily VVE. This secure case system can share information quickly and nationally, for example from borough to borough. This can identify when a child is wanted or missing.

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

Harrow YJS is a learning organisation and has undertaken several reviews and audits to understand and analyse practice. An internal audit in 2020 identified key areas for improvement, including case management recording.

The YJS now has a monitoring system for quality assuring work, which is shared among the managers. Managers meet and review their quality assurance to ensure consistency. A practitioner now also undertakes a quality assurance role. All assessments and reports are countersigned, and feedback is given to practitioners. Volunteer panel members said that there has been an improvement in the quality of reports. Magistrates have also reported that pre-sentence reports are of a good quality and a consistent standard.

The service has used HM Inspectorate of Probation reports to learn and adapt processes. For example, it now completes an assessment before a case is discussed at the out-of-court disposal panel. There is a significant incident template and process that is completed if there is a community safeguarding and public protection incident (CSPPI). Managers provided examples of where there had been collective learning from safeguarding incidents.

The service has used the YJB 'disproportionality toolkit'. This has provided important insight into disproportionality and enabled the service to be aware of those children who are overrepresented.

Diversity

Throughout our standards, we expect a personalised and responsive approach for all children, which includes taking account of their diversity and protected characteristics. Those factors may influence our judgements in specific standards. Here, we present an overall summary of the approach to diversity that we found in this YOT.

The YJS has made a clear commitment to addressing disproportionality and identified this as a key priority in its plan. The service uses the 'disproportionality toolkit', which has provided an understanding and awareness of those children who are over-represented. For example, it has identified that black and mixed children have a high representation in the reoffending group.

Information from Harrow YJS on the profiles of its children identified that 84 per cent are from minority ethnic groups. The staff profile does not reflect this diversity with only 54 per cent being of black, Asian or minority ethnic heritage. However, volunteer panel members are drawn from across the local community and described themselves as being a diverse group. Longer standing panel members felt that there has been improvement in diversity across the group with a variety of ages, backgrounds and heritage represented

The council is trying to encourage a more diverse staff group, from operational to strategic staff, and supports those already in post. A 'race review' completed in 2020 focused on staff employment, including senior management and operational staff and other stakeholders. The review also provided guidance to managers on how to support staff from black, Asian and multi-ethnic backgrounds, for example, creating spaces for safeguarding staff and their experiences.

Although reducing disproportionality is a key priority for the YJS, this has not been reflected in all its policies. We found that not all operational staff were fully clear about the service's strategic plans regarding diversity and disproportionality. To enhance understanding, it would be beneficial for the YJS to embed its vision of reducing disproportionality into all policies and to be clear on how this is to be achieved.

In the post-court cases we inspected, delivery had taken the child's diversity needs into account in eight out of 11 cases. In out-of-court disposal cases, diversity needs were sufficiently addressed in 10 of the 14. We found that sessions had been tailored to meet the child's needs; one inspector noted:

"Appropriate intervention work is being undertaken and delivered with the child's needs very much in mind. The case manager is drawing from what is detailed in the child EHCP [education, health and care plan] regarding the level of concentration and visual stimulus."

In other cases, we found that practitioners had explored faith and cultural identity with the child, allowing them to express their views safely. In addition, in one case interventions were personalised allowing the child to incorporate their faith in sessions.

The YJS has access to a wide range of resources and interventions to meet the diversity needs of children. Through reparation, children can complete the 'hidden legacy' project, in which they research and write about a black person of their choice

who has made positive contributions. 'Inspire 2 empower', a six-week programme targeted at black, Asian and multi-ethnic children, aims to facilitate positive personal development and empower children. The Ignite Youth organisation offers bespoke programmes for overrepresented children, including cultural awareness, and there is also a women and girls' group. Through the youth offer there is a LGBTQ+ group, Romanian group and a language barriers group for children and parents and carers to support their access to services. Early help completes themed weeks where specific topics are discussed, and practitioners are encouraged to share their ideas about working to address disproportionality.

At the time of the inspection, 34.6 per cent of the caseload were recorded as having a learning disability, difficulty or were subject to an EHCP. In the cases we inspected where there were identified learning needs, practitioners had used information from education providers and EHCPs to understand these needs. However, the lack of training for staff and provision for speech, language, and communication needs were a gap. Ignite can provide one-to-one tuition for children with special educational needs and/or who struggle with formal education.

2. Court disposals

We took a detailed look at 11 community sentences managed by the YJS. We also conducted eight interviews with the relevant case managers. We examined the quality of assessment; planning; implementation and delivery of services; and reviewing.

Assessment has been rated as 'Outstanding'; this is because in the areas of desistance, safety and wellbeing, and risk of harm over 80 per cent of the cases we inspected were satisfactory against these key quality questions. Overall, planning has been rated as 'Good'. Although, planning for desistance and safety and wellbeing was satisfactory in over 80 per cent of the inspected cases, planning for risk of harm was less consistent (64 per cent of cases satisfactory). Both delivery and reviewing were rated as 'Requires improvement'. For delivery only seven of the 11 cases were sufficient for safety of the child and risks to others. In reviewing, only seven of the 11 cases were adequate in desistance and risk of harm.

Assessment achieved 'Outstanding' because most cases we reviewed had sufficiently analysed desistance, safety of the child and risks to others. Practitioners had used a wide range of sources to inform assessment and had involved children, parents and carers meaningfully. It was evident that case managers used a trauma-informed approach to analyse the impact of adverse childhood experiences to understand the complex needs of the children. Additionally, diversity needs were identified and understood.

Where appropriate, planning had involved other agencies, used oversight forums and aligned with other existing plans in many of the cases we reviewed. Planning had addressed areas of concern effectively as well as building on strengths and protective factors. We again found that children, parents and carers were meaningfully involved. However, more attention needs to be given to actual and potential victims to promote safety of others. Contingency planning also needs to be clearer and robust.

Delivery for desistance was strong; it was tailored to the child's needs, proportionate and achievable within timescales. Diversity needs were adequately considered, and work was undertaken to support and promote positive experiences for children. Practitioners had taken time to develop and maintain positive working relationships with the children and families in the cases we inspected. Unfortunately, delivery regarding safety of the child and risks to others was not adequate. Although appropriate services were involved, their collaborative working and communication were not having the desired impact. We also found that resources, programmes or services identified as essential for the child were not always followed up to ensure they had access.

We observed suitable reviewing activity in safety and wellbeing, and this was sufficient in eight of the 11 cases we inspected. However, reviewing in relation to desistance and risk of harm was not always completed promptly nor did it analyse changes in these areas effectively. Subsequently, appropriate adjustments in the plan of work to support both desistance and risk to others were not completed.

Strengths

- Multiple sources were used to inform assessment. Practitioners also employed a trauma-informed approach to understand the needs of the cases.
- Case managers provided an analysis of the offending that included the child's diversity needs and an understanding of their personal circumstances.
- Case managers involved children and their parents or carers in the assessment, planning and delivery of disposals.
- Planning had involved other services and oversight forums effectively and aligned with existing plans.
- Delivery of desistance was strong and tailored to the needs of the child, with diversity needs taken into consideration.

Areas for improvement

- The concerns and risks related to actual and potential victims are not always planned for.
- Contingency planning needs to be clearer and robust so that actions are detailed and accessible, should risks increase.
- There needs to be clearer communication between services to manage risk and keep the child safe.
- When services, resources or programmes have been identified as being essential, these need to be followed up to ensure that the child is able to access them.
- Reviewing needs to be timely and completed to reflect changes in circumstances.
- Where there have been changes to a child's safety or risks, the plan of work needs to be adjusted accordingly.

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 or carers.

Outstanding

Our rating¹⁸ for assessment is based on the following key questions:

	% 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	91%
Does assessment sufficiently analyse how to keep the child safe?	82%
Does assessment sufficiently analyse how to keep other people safe?	82%

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

In all cases inspected, assessment had sufficiently analysed offending behaviour and focused on the child's strengths and protective factors. It was evident that practitioners have a good understanding of childhood trauma and how this can impact on presenting behaviour.

One inspector noted:

"Assessing of desistance is detailed and thorough. It is evident that a trauma-informed approach has been used to explore and understand the child's previous experiences and presenting behaviour. Strengths have been analysed, including academic abilities, aspirations and relationships with the family."

The most prominent desistance factors in the cases we inspected that needed to be addressed to reduce reoffending were lifestyle followed by self-identity, substance misuse and education, training and employment (ETE).

In 10 of the 11 cases, assessment considered personal circumstances appropriately, including the wider familial and social context of the child. In eight cases, the assessment had analysed diversity issues sufficiently. Summary judgements described effective identification and understanding of diversity needs, including ethnicity and heritage, gender and learning needs.

In all inspected cases, assessment had utilised information held by other agencies; this included consulting previous assessments and plans, for example education, health and care plans (EHCPs), and liaising with services working with the child. In 10 of the 11 cases, the child and parent were meaningfully involved in assessment.

One inspector noted:

"Assessment drew on previous responses from programmes and interventions, referenced the child's needs in relation to his EHCP, CAMHS assessments and recent

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

screening, alongside wishes and feelings of the child and his mother around further intervention”

Does assessment sufficiently analyse how to keep the child safe?

In a large majority of the cases we inspected, assessment of safety and wellbeing was sufficient. In all cases apart from one, the practitioner’s classification of safety and wellbeing was reasonable. In over 90 per cent of cases (10), assessment drew effectively on available sources of information to enhance understanding of the risks to the child. This included direct liaison with CSC (children’s social care), education providers and mental health services.

It was evident that case managers had a good understanding of adverse childhood experiences, such as domestic abuse and exploitation, and how these can manifest as potential adverse outcomes. Additionally, assessment recognised that while children can display risky behaviour, this can also place them at risk of harm as well. Practitioners were able to analyse risks to the child, paying appropriate attention to the nature and context in which these can occur.

One inspector noted:

“Good thorough assessment and analysis of safety and wellbeing factors, drawing on the child and parent’s perspective, previous CSC involvement and previous intelligence. Controls and interventions were appropriately considered to address these risks whilst also looking at motivation and potential barriers to engage with some of this work.”

Does assessment sufficiently analyse how to keep other people safe?

Assessment of risk to others was sufficient in nine of the 11 cases. Consistent with both assessment of desistance and safety, practitioners had utilised a wide range of sources when analysing the nature and context of risks to others. This included exploring current and previous behaviour as well as using intelligence appropriately.

One inspector identified:

“Good thorough assessment and analysis of risk factors, drawing on the child and parent’s perspective, previous CSC involvement and previous intelligence and school behaviour.”

In nine out of the 11 cases, assessment had adequately analysed controls and interventions to manage and minimise risk of harm. Evidence in summary judgements identified that practitioners understood external controls, such as curfews and exclusion zones, and how these could be used to support risk management.

2.2. Planning



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

Good

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

	% 'Yes'
Does planning focus sufficiently on supporting the child's desistance?	91%
Does planning focus sufficiently on keeping the child safe?	82%
Does planning focus sufficiently on keeping other people safe?	64% ²⁰

Does planning focus on supporting the child's desistance?

Planning focused on supporting the child's desistance sufficiently in 10 of the 11 cases we inspected. In all 11 cases, planning was proportionate with interventions capable of being completed within appropriate timescales. Positively, in 10 cases planning took sufficient account of the child's strengths and protective factors, as well as considering their maturity, ability and motivation to change.

In nine cases, planning had addressed diversity issues adequately. In 10 cases, there was also ample consideration of the child's personal circumstances, including wider familial and social context.

One inspector noted:

"Planning ... Including exploring aspects of the child's heritage via reparation projects and ancestry work, and engagement work via Ignite. The YOT took into account his learning style and views when planning his work."

Consistent with assessment, planning had involved the child and their parents or carers meaningfully in all cases we inspected. Summary judgements detailed that the child was involved in planning and how the disposal would take shape.

One inspector recorded:

"The child is fully involved in contributing to what will be his plan".

The inspector further commented that the child was able to express his concerns, and these were considered by the case manager.

Does planning focus sufficiently on keeping the child safe?

In nine of the 11 cases we reviewed, planning focused sufficiently on keeping the child safe. In the nine cases where other services were involved, seven had involved these agencies appropriately and aligned with their plans. Practitioners had utilised forums such as VVE, multi-agency child exploitation panel (MACE) and the safety and wellbeing risk management (SWARM) panel to support planning to keep the child

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

²⁰ Professional discretion was agreed at the HM inspectorate of probation rating panel to uplift the rating from requires improvement to good.

safe. Practitioners had also considered how existing plans, such as child protection and child in need, could supplement their planning; for example, in one case, the practitioner and CSC had planned to undertake unannounced home visits.

Does planning focus sufficiently on keeping other people safe?

Planning to keep other people safe was initially rated as 'Requires improvement', because only 64 per cent of the cases we reviewed were sufficient against our standards, one per cent below the boundary for a 'Good' rating. Taking into account the scores on other key planning questions and inspector feedback on the general quality of planning, our HMI Probation internal ratings panel decided to use professional discretion to increase this to 'Good'. In eight cases, necessary controls and interventions to promote the safety of other people were utilised. In seven of the eight cases we reviewed where other agencies were involved, we found that practitioners had effectively involved the services and aligned planning.

In one case the inspector found:

“Active discussions take place as required involving key professionals, in appropriate forums such as the VVE and MACE panels with suitable actions being agreed by the network.”

In the cases we inspected, 10 required contingency planning to manage the risk of harm. However, this was only sufficient in four cases; for the remaining six it was either inaccurate or did not meet the needs of the case. Additionally, in three cases planning did not sufficiently address specific concerns relating to actual and potential victims.

2.3. Implementation and delivery



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

Requires improvement

Our rating²¹ 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?	91%
Does the implementation and delivery of services effectively support the safety of the child?	64%
Does the implementation and delivery of services effectively support the safety of other people?	64%

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

In 10 of the 11 cases we reviewed, service delivery supported the child's desistance, was proportionate to the disposal and achievable within required timescales.

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

In 10 cases, we observed that delivery reflected the wider familial and social context of the child. In eight cases, the delivery took account of the diversity needs of the child adequately.

One inspector noted:

“Delivery of services used a strengths-based approach, which was positive, using the child’s religious identity to devise posters and to deliver to others, such as younger children within this family and within the mosque.”

In all 11 cases, sufficient focus was given to developing and maintaining an effective working relationship with the child and their parents or carers. Practitioners used a variety of means to encourage engagement, such as involving the child in sequencing of interventions, organising reparation in a charitable organisation that the child was interested in, and through organising both virtual and in-person sessions.

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

Implementation and delivery to promote safety and wellbeing was not consistent in the cases we reviewed, and we rated this standard as ‘Requires improvement’. A key theme included services not always working collaboratively to monitor and address risks to the child. Other organisations were involved in nine of the cases we inspected, but joint working was effective in only six. There was evidence of the forums to support the oversight of cases, for example, MACE and VVE, working successfully, particularly with information-sharing. However, this was not reflected in all cases.

In the cases we inspected, not all the children’s needs had been met. In two cases the child would have benefited from emotional and mental health support; this was identified, but it was not adequately followed up. Again, in two cases the children required substance misuse intervention, but this was not identified in one case and in the other, communication with the substance misuse service was inadequate. In one case, speech, language and communication needs had been identified but an appropriate referral was not progressed.

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

Services delivered to keep other people safe were evident in seven of the 11 cases we inspected. In four cases, there was inadequate attention to the protection of actual and potential victims. Again, we found that the involvement of other agencies to manage risk of harm was not consistent and only effective in four cases. Suitable professionals were involved in the cases, but communication between services was not robust and did not have the appropriate impact for monitoring risks.

In one case the inspector noted:

“There appeared to be loose partnership arrangements with limited direct liaison by the case manager to key individuals that could have monitored any changes in behaviour. The YOT appear to rely on the child self-reporting.”

2.4. Reviewing



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

Requires improvement

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

	% 'Yes'
Does reviewing focus sufficiently on supporting the child's desistance?	64%
Does reviewing focus sufficiently on keeping the child safe?	73%
Does reviewing focus sufficiently on keeping other people safe?	64%

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

All of the 11 cases we inspected required a review of desistance. A formal written review was completed in nine of them, but not always promptly and did not effectively analyse changes in desistance. Reviewing activity did identify and respond to changes in factors linked to desistance in a reasonable majority of the cases. Nonetheless, reviewing did not adequately consider motivation, engagement and relevant barriers in over a quarter of the cases, and it had not led to necessary adjustments in the ongoing plan of work in three cases.

Does reviewing focus sufficiently on keeping the child safe?

Reviewing to keep children safe was sufficient in a reasonable majority of cases. In eight of the 11 cases, reviewing identified and responded to changes in factors relating to safety and wellbeing. Involvement of other services in reviewing could have been stronger as this was only adequate in seven cases. However, in the cases where this was sufficient, practitioners had successfully used the oversight forums, the VVE, SWARM panel and MACE.

Does reviewing focus sufficiently on keeping other people safe?

Of the 11 cases we inspected, reviewing to keep others safe was adequate in only seven. Reviewing was informed by necessary input of other agencies in eight of the 11 cases. However, where this was insufficient, services had not adequately worked well together to support risk management.

One inspector noted that:

"Information is shared pertaining to ROSH [risk of serious harm] to others, and is discussed in formal meetings such as SWARM, LAC [looked after children] reviews and MACE, but this is not pulled together sufficiently to understand key changes in circumstances, such as placement reviews. There is limited evidence of sharing these plans cross-border to understand the role of local services in the management of the child in an out of borough case."

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

When undertaken, reviewing had not consistently led to necessary adjustments in the ongoing plan of work to support risk management.

One inspector noted:

“There is an acknowledgement that the child’s risk of harm has increased to high, especially with regards to serious youth violence and cultural conflict within the Romanian community. But there is no reviewing of the plan to manage those risks in order to keep other people safe”

3. Out-of-court disposals

We inspected 14 cases managed by the YJS that had received an out-of-court disposal. These consisted of nine community resolutions and five other disposals. We interviewed the case managers in eight cases. Two of the cases were subject to the Turning Point pilot. Two of the cases were initially assessed by the YJS and part of its out-of-court disposal panel before becoming subject to the Turning Point pilot. This meant they were within the scope for cases to be reviewed as part of the inspection.

We examined the quality of assessment; planning; and implementation and delivery of services. Each of these elements was inspected in respect of work done to address desistance, work to keep the child safe and work to keep other people safe. The quality of the work undertaken for each factor needs to be above a specified threshold for each aspect of supervision to be rated as satisfactory.

We also inspected the quality of policy and provision in place for out-of-court disposals, using evidence from documents, meetings and interviews.

An overall judgement of 'Good' was given to the quality of assessment of out-of-court cases. Over 80 per cent of cases were satisfactory in relation to assessment of risk of harm, but assessment of desistance and safety and wellbeing factors was less consistent.

Assessment had used a variety of sources effectively, including direct liaison with other services and consideration of other assessments. We found that practitioners understood the children they were working with and could identify desistance enablers, including strengths and protective factors, appropriately. There was also a good understanding of potential adverse outcomes and the nature and context in which these could occur. Assessment to keep others safe was the strongest area; in all cases the classification of risk of serious harm was reasonable, and practitioners were able to identify and analyse potential risks to others.

The 'Requires improvement' rating for planning was driven by our questions on safety and wellbeing, which was the lowest scoring area. Planning for both desistance and risk of harm were adequate in 10 of the 14 cases. However, planning to keep the child safe did not always address imminent risks. In addition, contingency planning needed stronger focus so that actions and responses to changing circumstances were clear and involved other services.

Implementation and delivery of safety and wellbeing and risk of harm interventions were adequate in only nine of the 14 cases and therefore this standard has been rated as 'Requires improvement'. In several cases we reviewed, we found that not all identified interventions were completed. Two of the inspected cases were selected for Turning Point. We found that YJS and Turning Point did not work together effectively to support implementation or share information about the case.

Strengths

- Practitioners had made effective use of information from a variety of sources to inform assessment.

- Assessment identified and analysed desistance and risks to and from the children effectively.
- Harrow YJS had adapted the out-of-court disposal provision to allow thorough assessments to be completed before the panel decision.
- There were effective measures to monitor, review and scrutinise practice for out-of-court disposals. This had led to changes to improve service delivery.

Areas for improvement

- Contingency planning for both safety and wellbeing, and risk of harm does not clearly identify actions and responses and the roles of other services should risk increase.
- Planning does not consistently address all risks to the child.
- The out-of-court disposal policy has not been completed collaboratively with the police. The policy does not detail how diversity or disproportionality is to be addressed.
- The policy and provision do not effectively promote youth cautions and the YJS is missing opportunities to divert children from the criminal justice system.
- Where cases have been selected for the Turning Point pilot, communication between the two services is not currently effective and the YJS has limited awareness of plans, interventions completed or outcomes for the child.
- Children did not always receive the necessary intervention and support to address desistance, safety and risk.

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 or carers.

Good

Our rating²³ for assessment is based on the following key questions:

	% 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	79%
Does assessment sufficiently analyse how to keep the child safe?	71%

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

Does assessment sufficiently analyse how to keep other people safe?

86%

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

Assessment analysed desistance sufficiently in 11 of the 14 cases, achieving a 'Good' rating for this area. In 13 cases there was effective analysis of offending behaviour, including the child's acknowledgement of responsibility for, attitudes towards and motivation for their offending. In all 14 cases, assessment considered personal circumstances, including the wider familial and social context of the child. There was sufficient exploration of diversity issues in 10 cases.

One inspector noted:

"Assessing ... Explores his ethnicity, culture and lived experiences as a black boy growing up in the care system. The case manager also explores the impact of the child's placements - often in homes with white foster carers - on the child's identity."

In all cases, assessment utilised information held by other agencies, including consultation with children's social care, police, education and mental health services. The child and their parents or carers were also meaningfully involved in 12 of the 14 cases.

One inspector recorded:

"Assessment drew on previous information from school, police and social care. A visit to the office and the hostel where the family were staying was undertaken by the case manager, and evidence of good engagement of both the child and his mother in these meetings."

In all cases there was a focus on the child's strengths and protective factors. We found that practitioners identified and analysed the impact of positive factors for the child, for example, family support and motivation to engage. This assisted in providing an effective understanding of desistance.

Does assessment sufficiently analyse how to keep the child safe?

Assessment analysed how to keep the child safe adequately in 10 of the 14 cases. In 13 cases we found the classification of safety and wellbeing was reasonable. In all cases there was a clear, written record of the assessment. Again, information from other sources, including other assessments and agencies, was used in 13 cases to understand risks to the child. Case managers were able to identify potential adverse outcomes and understand the impact of these on the child's safety.

In one case the inspector recorded:

"A well-structured and detailed assessment for a community resolution that highlights a strong understanding the case manager has about the child. Information is drawn from a range of sources presenting clarity on the impact of behaviours towards mum and the extended family. Case manager makes a valid link regarding the child witnessing and experiencing interfamilial violence and this impacting [on] his emotional and mental health, anxiousness and confidence. Key factors related to safety and wellbeing are detailed, the concerns explored and contribute to the outcome, with recommendations, at the OOC [out-of-court disposal] panel."

Does assessment sufficiently analyse how to keep other people safe?

Assessment to keep other people safe was the highest scoring area for the assessment section as this was sufficient in 12 of the 14 cases. In all cases the practitioner’s classification of risk of serious harm was reasonable. In most of the relevant cases, assessment identified and analysed potential risk of harm posed by the child. Again, assessment drew on sources of information adequately in 11 of the 14 cases.

3.2. Planning



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

Requires improvement

Our rating²⁴ for planning is based on the following key questions:

	% 'Yes'
Does planning focus on supporting the child’s desistance?	71%
Does planning focus sufficiently on keeping the child safe?	64%
Does planning focus sufficiently on keeping other people safe?	71%

Does planning focus sufficiently on supporting the child’s desistance?

We found that planning for desistance focused sufficiently on supporting the child in 10 of the 14 cases. In 12 cases, planning set out the services most likely to support desistance, paying sufficient attention to timescales and sequencing. It was apparent that planning was tailored and personalised; in 10 cases, diversity issues were adequately considered and in 11 the child’s personal circumstances were incorporated.

One inspector noted:

“There was already an established network of services supporting the child and [it] is evident that planning took this into account. Case manager’s assessment resulted in an individualised plan for the OOD panel to consider. This included the services involved at the time alongside one-to-one work on decision-making, associations and repairing the harm caused.”

In 11 cases, planning took appropriate account of the child’s strengths and protective factors, seeking to develop these further. Again, in 11 cases planning considered opportunities for community integration and access to mainstream services. However, in only half the cases were the child and their parents or carers meaningfully involved in planning.

Does planning focus sufficiently on keeping the child safe?

Planning to keep the child safe was only sufficient in nine of the 14 cases, leading to this area being rated as ‘Requires improvement’. Similarly, we found that planning promoted the safety and wellbeing of the child in only nine cases (64 per cent). In

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

one case, the inspector noted that planning had not addressed imminent risks and these concerns were not reviewed with CSC:

“Unfortunately, insufficient attention was paid within the plan to understand the current threat that the child’s father posed to him and his family, including another younger sibling. The last social care record identified that there was no role for social care as the father did not know their address, but this was not revisited by the YOT.”

Contingency planning was effective in only seven of the relevant cases, meaning that actions and roles of other services were not clearly detailed should risks to the child increase. Two of the cases had been selected for the Turning Point pilot but handovers were insufficient. Limited communication regarding progress or outcomes resulted in the YJS not contributing to or being aware of plans for keeping these children safe.

Does planning focus sufficiently on keeping other people safe?

Planning to keep other people safe was adequate in 10 of the 14 cases (71 per cent). In most relevant cases, sufficient attention was given to actual and potential victims.

One inspector noted:

“Planning details requirements which can contribute to the safety of others with RJ [restorative justice] work, offence-specific interventions and parenting support for mum. All entirely valid given the nature of the behaviour and the age of the child.”

Again, contingency arrangements needed stronger focus as these were effective in less than half of the relevant cases.

3.3. Implementation and delivery



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

Requires improvement

Our rating²⁵ for implementation and delivery is based on the following key questions:

	% 'Yes'
Does service delivery effectively support the child’s desistance?	57%
Does service delivery effectively support the safety of the child?	64%
Does service delivery effectively support the safety of other people?	64%

Does implementation and delivery focus sufficiently on supporting the child’s desistance?

Delivery to support the child’s desistance was adequate in only eight of the 14 cases. We found that not all identified interventions were delivered or followed up when the child had been referred to another service. In one case, the child had been misinformed about enforcement on a voluntary disposal. The inspector noted:

²⁵ 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.

“The case manager sent a first warning letter which stated that he would be breached [enforcement action], despite knowing this was a triage [community resolution] and that option was not open.”

Two of the cases were selected for the Turning Point pilot and therefore delivery of the intervention was undertaken by the offender manager. In one case, acceptance on to the pilot was delayed and although handover was intended this did not happen. There was no formal mechanism between the pilot and YJS to share information or provide updates on progress and outcomes. Therefore, it was unclear what intervention these children received or whether they successfully completed the pilot.

Does implementation and delivery focus sufficiently on keeping the child safe?

In the cases we inspected, delivery effectively supported the safety of the child in only nine cases. In several cases, insufficient attention was given to exploring and addressing current risk concerns. Additionally, more focus was needed to understand and address the impact of potential childhood trauma. One inspector identified that:

“An assessed safety and wellbeing judgement should have prompted some consideration around what further dialogue was needed around potential childhood trauma, or any further exploration as to whether this was actually a safety and wellbeing factor moving forward once a relationship with the professional had been built.”

In only eight of the relevant cases were other agencies effectively involved and well-coordinated. A key theme was communication and feedback between services, including the substance misuse team and the Turning Point pilot.

Does implementation and delivery focus sufficiently on keeping other people safe?

Implementation and delivery adequately supported the safety of other people in only nine of the 14 cases we reviewed. Not all appropriate interventions and discussions were undertaken to address risk concerns. One inspector recorded that:

“The child had previously carried a baseball bat for protection. There was no exploration of this, even to rule out any concerns around harm to others moving forward.”

In cases subject to the Turning Point pilot, the lack of communication between the pilot and the YJS meant that measures put in place to address risk of harm were not known. Across all the cases in sample there needed to be more focus on the protection of actual and potential victims, as this was sufficient in only half the relevant cases.

3.4. Out-of-court disposal policy and provision



There is a high-quality, evidence-based out-of-court disposal service in place that promotes diversion and supports sustainable desistance.

Requires improvement

In making a judgement about out-of-court disposal policy and provision, we take into account the answers to the following questions:

Is there a policy in place for out-of-court provision that promotes appropriate diversion and supports sustainable desistance?

The service's out-of-court disposal policy identifies a joint protocol with the police, including the YJS being notified of any community resolutions (street restorative justice) that they deliver. Although expectations for each service were noted, the policy does not appear to have been completed jointly with the police and there is no evidence of a collaborative sign off. The policy would benefit from more emphasis on the joint working and shared responsibility between the two services.

The policy details the disposals available, and the guidance is transparent on the application of out-of-court disposals to avoid overuse. Conversely, the guidance does not fully advocate for the use of youth cautions (YCs) as another means to divert children. There is encouragement to use youth conditional cautions (YCCs), as intervention would be statutory, rather than using YCs and offering a voluntary package.

The policy does not refer to the Turning Point pilot. There is separate guidance available for the pilot and the partnership referral protocol. This guidance does seek to address some of concerns we have identified about effective joint working and communication. We note that this was completed in August 2021.

The policy does not expressly detail how diversity and disproportionality are to be addressed. This would be beneficial given that the disproportionality toolkit has identified overrepresentation. For example, the number of cautions is slightly lower for black and Asian heritage children, suggesting that they are more likely to be given a conviction than other ethnicities.

A leaflet about out-of-court disposals provided to children and families is colourful and uses pictures and appropriate language. However, key information is missing, such as on YCs and non-compliance. The leaflet also needs to provide clearer and more accurate information about disclosures regarding triages (community resolutions) and future employment.

Does out-of-court disposal provision promote diversion and support sustainable desistance?

Under the Harrow out-of-court disposal process, the police send an initial referral, which is reviewed by the YJS police officers. The case is then allocated to a practitioner and an Asset-plus (youth justice assessment tool) completed. The assessment is reviewed by the weekly out-of-court disposals panel, which decides on the disposal. Core panel members are the youth justice liaison and diversion (YJLD) worker, education worker, the restorative justice and reparation worker, victim liaison officer and the YJS police officer. The panel is chaired by the YJS deputy team

manager. If the child is known to other services, for example CSC, links will be made with social workers. The YJS also has access to CSC case records.

If a child is eligible for a YC or YCC, they are put through the Turning Point pilot randomiser (a random selection process). This will determine whether they go on to work with the pilot or receive a YC or YCC.

While the panel is clear that YCs are a disposal option available, these have not been routinely used. Seven YCs were issued by Harrow in both 2018-2019 and 2019-2020. Fifteen YCCs were issued in 2018-2019, increasing to 30 in 2019-2020. It seems that the use of YCs is discouraged because only voluntary interventions can be offered. This is reflected in the policy and in wider practice, where case managers are not recommending YCs. The preference for YCCs is to ensure that there is a statutory means for children to access the services they require, rather than offering voluntary engagement. Therefore, the service is missing an opportunity to divert children and offer voluntary interventions

The voice of the child and parent is included in the assessment for the panel. The case manager will have met the child and parent as part of the assessment process. This includes explaining expectations of the disposal and information-sharing. In the cases that we inspected, 12 of the 14 assessments had meaningfully involved the child and their parents or carers.

Children who receive an out-of-court disposal can access all the services available. This also includes early support and the youth offer, which is often used in exit planning. Out-of-court disposals are subject to the same safety and risk processes as post-court cases, including additional oversight through the VVE and MACE panel. However, in only nine of the 14 cases we inspected did service delivery support the safety of the child and the safety of other people effectively.

Are the out-of-court disposal policy and provision regularly assessed and updated to ensure effectiveness and maintain alignment with the evidence base?

The YJS has used reports from other inspections and amended its out-of-court disposal process so that the assessment is completed before the panel meets. Other changes include increasing the time to gather information, the ETE worker attending the panels and the completion of Asset-plus in all cases. Following the change in process in 2020, a further review was held three months later and was open to practitioners and specialists, who were able to contribute their views on the new process.

The YJLD has quarterly meetings to monitor the performance of out-of-court disposals. This includes looking at the cases of children held in police custody suites and the identified concerns, for example, emotional and mental health worries. There are monthly out-of-court disposal reviews involving YJS management and the police North West borough command unit YOT police sergeant, which are an opportunity to discuss themes, learning points and progression for this service area.

Regular scrutiny panels are held with Brent and Barnet youth justice services, police, magistrates, the Crown Prosecution Service and the Mayor's Office for Policing and Crime. Six cases are reviewed from each borough, with no identifiable information about the child's ethnicity and gender. In the most recent scrutiny panel held in July 2021, all six Harrow cases were found to have been appropriate. Two of these cases had been subject to the Turning Point pilot. Areas for development included having more detail in the form used to alert the YJS of a potential out-of-court disposal

(MG3), and the need to expedite a case when a child is approaching 18. These areas are already being addressed.

Annexe 1: Methodology

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.²⁶

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 justice service submitted evidence in advance and the corporate director for people services delivered a presentation covering the following areas:

- How do organisational delivery arrangements in this area make sure that the work of your YJS 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 16 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 13 meetings, which included meetings with managers, partner organisations and staff. The evidence collected under this domain was judged against our published ratings characteristics.²⁷

Domain two: court disposals

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

We examined 11 court disposals. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of five), and we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm, and risk to safety and wellbeing classifications matched those in the eligible population.

Domain three: Out-of-court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Sixty per cent of cases selected were those of children who had received out-of-court disposals three to five months earlier. This enabled us to examine work in relation to assessing, planning, and implementation and delivery.

²⁶ HM Inspectorate's standards are available here:
<https://www.justiceinspectors.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

Where necessary, interviews with other people significantly involved in the case also took place.

We examined 14 out-of-court disposals. The sample size was set based on the proportion of out-of-court disposal cases in the YJS.

Annexe 2: Inspection data

In this inspection, we conducted a detailed examination of a sample of 11 court disposals and 14 out-of-court disposals. In each of those cases, we inspect against standards regarding assessment, planning and implementation/delivery. For court disposals, we also look at reviewing. 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 children 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 standards on court disposals or out-of-court disposals, 80 per cent or more of the cases we analyse have to be assessed as sufficient. If between 65 per cent and 79 per cent are judged to be sufficient, then the rating for that standard is 'Good' and if between 50 per cent and 64 per cent are judged to be sufficient, then a rating of 'Requires improvement' is applied. Finally, if less than 50 per cent are sufficient, then we rate this as 'Inadequate'.

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

Lowest banding (proportion of cases judged to be sufficient 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 across all 12 standards ranging from 0 to 36, which is banded to produce the overall rating, as follows:

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

Domain one standards, the qualitative standard in domain three (standard 3.4) and the resettlement standard (standard 4.1) are judged using predominantly qualitative evidence.

The resettlement standard is rated separately and does not influence the overall YOT rating. We apply a limiting judgement, whereby any YOT that receives an 'Inadequate' rating for the resettlement standard is unable to receive an overall 'Outstanding' rating, regardless of how they are rated against the core standards.

Where there are no relevant resettlement cases, we do not apply a rating to resettlement work.

Data from inspected cases:²⁸

2.1. Assessment (court disposals)	
Does assessment sufficiently analyse how to support the child's desistance?	
a) Is there sufficient analysis of offending behaviour, including the child's attitudes towards and motivations for their offending?	100%
b) Does assessment sufficiently analyse diversity issues?	73%
c) Does assessment consider personal circumstances, including the wider familial and social context of the child?	91%
d) Does assessment utilise information held by other agencies?	100%
e) Does assessment focus on the child's strengths and protective factors?	100%
f) Does assessment analyse the key structural barriers facing the child?	82%
g) Is enough attention given to understanding the child's levels of maturity, ability and motivation to change, and their likelihood of engaging with the court disposal?	91%
h) Does assessment give sufficient attention to the needs and wishes of victims, and opportunities for restorative justice?	64%
i) Are the child and their parents or carers meaningfully involved in their assessment, and are their views taken into account?	91%
Does assessment sufficiently analyse how to keep the child safe?	
a) Does assessment clearly identify and analyse any risks to the safety and wellbeing of the child?	73%
b) Does assessment draw sufficiently on available sources of information, including other assessments, and involve other agencies where appropriate?	91%
c) Does assessment analyse controls and interventions to promote the safety and wellbeing of the child?	73%
Does assessment sufficiently analyse how to keep other people safe?	

²⁸ Some questions do not apply in all cases.

a) Does assessment clearly identify and analyse any risk of harm to others posed by the child, including identifying who is at risk and the nature of that risk?	91%
b) Does assessment draw sufficiently on available sources of information, including past behaviour and convictions, and involve other agencies where appropriate?	91%
c) Does assessment analyse controls and interventions to manage and minimise the risk of harm presented by the child?	82%

2.2. Planning (court disposals)

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

a) Does planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and the need for sequencing?	100%
b) Does planning sufficiently address diversity issues?	82%
c) Does planning take sufficient account of the child's personal circumstances, including the wider familial and social context of the child?	91%
d) Does planning take sufficient account of the child's strengths and protective factors, and seek to reinforce or develop these as necessary?	91%
e) Does planning take sufficient account of the child's levels of maturity, ability and motivation to change, and seek to develop these as necessary?	91%
f) Does planning give sufficient attention to the needs and wishes of victims?	64%
g) Are the child and their parents or carers meaningfully involved in planning, and are their views taken into account?	100%

Does planning focus sufficiently on keeping the child safe?

a) Does planning promote the safety and wellbeing of the child, sufficiently addressing risks?	82%
b) Does planning involve other agencies where appropriate, and is there sufficient alignment with other plans (e.g. child protection or care plans) concerning the child?	64%
c) Does planning set out the necessary controls and interventions to promote the safety and wellbeing of the child?	82%

d) Does planning set out necessary and effective contingency arrangements to manage those risks that have been identified?	45%
Does planning focus sufficiently on keeping other people safe?	
a) Does planning promote the safety of other people, sufficiently addressing risk of harm factors?	64%
b) Does planning involve other agencies where appropriate?	64%
c) Does planning address any specific concerns and risks related to actual and potential victims?	64%
d) Does planning set out the necessary controls and interventions to promote the safety of other people?	73%
e) Does planning set out necessary and effective contingency arrangements to manage those risks that have been identified?	36%

2.3. Implementation and delivery (court disposals)

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

a) Are the delivered services those most likely to support desistance, with sufficient attention given to sequencing and the available timescales?	91%
b) Does service delivery account for the diversity issues of the child?	73%
c) Does service delivery reflect the wider familial and social context of the child, involving parents or carers, or significant others?	91%
d) Does service delivery build upon the child's strengths and enhance protective factors?	91%
e) Is sufficient focus given to developing and maintaining an effective working relationship with the child and their parents or carers?	100%
f) Does service delivery promote opportunities for community integration, including access to services post-supervision?	91%
g) Is sufficient attention given to encouraging and enabling the child's compliance with the work of the YOT?	91%
h) Are enforcement actions taken when appropriate?	64%

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

a) Does service delivery promote the safety and wellbeing of the child?	64%
b) Is the involvement of other organisations in keeping the child safe sufficiently well-coordinated?	55%
Does the implementation and delivery of services effectively support the safety of other people?	
a) Are the delivered services sufficient to manage and minimise the risk of harm?	64%
b) Is sufficient attention given to the protection of actual and potential victims?	64%
c) Is the involvement of other agencies in managing the risk of harm sufficiently well-coordinated?	36%

2. 4. Reviewing (court disposals)

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

a) Does reviewing identify and respond to changes in factors linked to desistance?	73%
b) Does reviewing focus sufficiently on building upon the child's strengths and enhancing protective factors?	73%
c) Does reviewing include analysis of, and respond to, diversity factors?	73%
d) Does reviewing consider the personal circumstances, including the wider familial and social context of the child?	91%
d) Does reviewing consider motivation and engagement levels and any relevant barriers?	55%
e) Are the child and their parents or carers meaningfully involved in reviewing their progress and engagement, and are their views taken into account?	91%
f) Does reviewing lead to the necessary adjustments in the ongoing plan of work to support desistance?	36%

Does reviewing focus sufficiently on keeping the child safe?

a) Does reviewing identify and respond to changes in factors related to safety and wellbeing?	73%
b) Is reviewing informed by the necessary input from other agencies involved in promoting the safety and wellbeing of the child?	64%

c) Does reviewing lead to the necessary adjustments in the ongoing plan of work to promote the safety and wellbeing of the child?	55%
Does reviewing focus sufficiently on keeping other people safe?	
a) Does reviewing identify and respond to changes in factors related to risk of harm?	73%
b) Is reviewing informed by the necessary input from other agencies involved in managing the risk of harm?	73%
c) Does reviewing lead to the necessary adjustments in the ongoing plan all of work to manage and minimise the risk of harm?	27%

3.1. Assessment (out-of-court disposals)

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

a) Is there sufficient analysis of offending behaviour, including the child's acknowledgement of responsibility for, attitudes towards and motivations for their offending?	93%
b) Does assessment sufficiently analyse diversity issues?	71%
c) Does assessment consider personal circumstances, including the wider familial and social context of the child?	100%
d) Does assessment utilise information held by other agencies?	100%
e) Does assessment focus on the child's strengths and protective factors?	100%
f) Does assessment analyse the key structural barriers facing the child?	64%
g) Is sufficient attention given to understanding the child's levels of maturity, ability and motivation to change?	64%
h) Does assessment give sufficient attention to the needs and wishes of victims, and opportunities for restorative justice?	21%
i) Are the child and their parents or carers meaningfully involved in their assessment, and are their views taken into account?	86%

Does assessment sufficiently analyse how to keep the child safe?

a) Does assessment clearly identify and analyse any risks to the safety and wellbeing of the child?	79%
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b) Does assessment draw sufficiently on available sources of information, including other assessments, and involve other agencies where appropriate?	93%
Does assessment sufficiently analyse how to keep other people safe?	
a) Does assessment clearly identify and analyse any risk of harm to others posed by the child, including identifying who is at risk and the nature of that risk?	43%
b) Does assessment draw sufficiently on available sources of information, including any other assessments that have been completed, and other evidence of behaviour by the child?	79%

3.2. Planning (out-of-court disposals)

Does planning focus on supporting the child's desistance?	
a) Does planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and the need for sequencing?	86%
b) Does planning sufficiently address diversity issues?	71%
c) Does planning take sufficient account of the child's personal circumstances, including the wider familial and social context of the child?	79%
d) Does planning take sufficient account of the child's strengths and protective factors, and seek to reinforce or develop these as necessary?	79%
e) Does planning take sufficient account of the child's levels of maturity, ability and motivation to change, and seek to develop these as necessary?	57%
f) Does planning take sufficient account of opportunities for community integration, including access to mainstream services following completion of out-of-court disposal work?	79%
g) Does planning give sufficient attention to the needs and wishes of the victims?	21%
h) Are the child and their parents or carers meaningfully involved in planning, and are their views taken into account?	50%
Does planning focus sufficiently on keeping the child safe?	
a) Does planning promote the safety and wellbeing of the child, sufficiently addressing risks?	64%

b) Does planning involve other agencies where appropriate, and is there sufficient alignment with other plans (e.g. child protection or care plans) concerning the child?	71%
c) Does planning include necessary contingency arrangements for those risks that have been identified?	50%
Does planning focus sufficiently on keeping other people safe?	
a) Does planning promote the safety of other people, sufficiently addressing risk of harm factors?	36%
b) Does planning involve other agencies where appropriate?	29%
c) Does planning address any specific concerns and risks related to actual and potential victims?	29%
d) Does planning include necessary contingency arrangements for those risks that have been identified?	21%

3.3. Implementation and delivery (out-of-court disposals)

Does service delivery effectively support the child's desistance?

a) Are the delivered services those most likely to support desistance, with sufficient attention given to sequencing and the available timescales?	57%
b) Does service delivery account for the diversity issues of the child?	64%
c) Does service delivery reflect the wider familial and social context of the child, involving parents or carers, or significant others?	57%
d) Is sufficient focus given to developing and maintaining an effective working relationship with the child and their parents or carers?	79%
e) Is sufficient attention given to encouraging and enabling the child's compliance with the work of the YOT?	71%
f) Does service delivery promote opportunities for community integration, including access to mainstream services?	86%

Does service delivery effectively support the safety of the child?

a) Does service delivery promote the safety and wellbeing of the child?	64%
b) Is the involvement of other agencies in keeping the child safe sufficiently well utilised and coordinated?	53%

Does service delivery effectively support the safety of other people?	
a) Are the delivered services sufficient to manage and minimise the risk of harm?	21%
b) Is sufficient attention given to the protection of actual and potential victims?	21%