

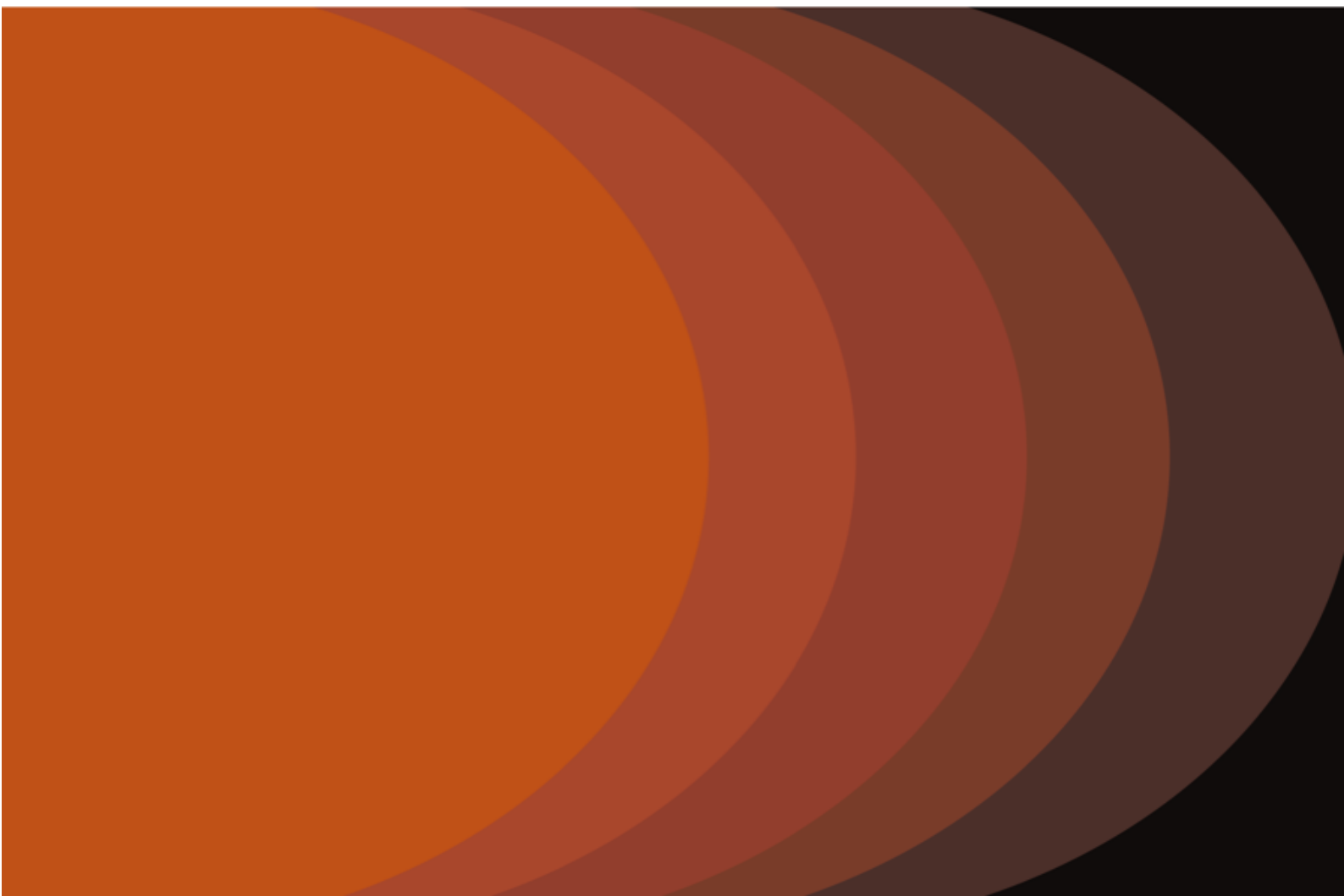


Her Majesty's  
Inspectorate of  
Probation

An inspection of youth offending services in  
**Barnet**

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HM Inspectorate of Probation, May 2022



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## The role of HM Inspectorate of Probation

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## Foreword

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This inspection is part of our programme of youth offending service (YOS) inspections. We have inspected and rated Barnet YOS across three broad areas: the arrangements for organisational delivery of the service, the quality of work done with children sentenced by the courts, and the quality of out-of-court disposal work. Overall, Barnet YOS was rated as 'Good'. We also inspected the quality of resettlement policy and provision, which were separately rated as 'Good'.

Barnet YOS has developed an effective child-first approach, within the framework of broader transitional safeguarding arrangements in the borough. Governance arrangements are enhanced by an engaged partnership. We saw evidence of innovative approaches and a commitment to developing these through co-production with children. The YOS has a good understanding of racial disproportionality and the reasons for it and is taking steps to address this. However, it needs to do more work to understand why girls are over-represented within the YOS cohort.

We noted a good level of support from health and education services. There is integrated speech and language therapy and educational psychology provision, and there are plans to reduce the level of school exclusions of black, Asian and minority ethnic children. However, education, training, and employment outcomes for YOS children need to improve.

We saw evidence of effective practice by YOS case managers, particularly when planning and delivering interventions. YOS staff were working well with early help colleagues to deliver out-of-court disposals, and outcomes for children receiving these disposals were generally positive.

Not all practice was strong, however; in particular, assessments were not always done well. Furthermore, we had concerns that the assessment tool used for some out-of-court work disposals was not suitable and meant that the classification of risks to children and to others was sometimes unclear.

While reviews were undertaken collaboratively with relevant services, case managers did not always record the actions they had taken. This was partly because information and communications technology arrangements had made it difficult to record work clearly and promptly, although it was evident that work had been undertaken, and solutions are now mainly in place.

Overall, we saw evidence of a service on an upward trajectory in delivering high-quality services to children. In this report, we make a number of recommendations which we hope will enable Barnet YOS to continue this direction of travel and deliver an even better service for children.



**Justin Russell**  
HM Chief Inspector of Probation

## Ratings

**Barnet Youth Offending Service**  
Fieldwork started February 2022

**Score 21/36**

### Overall rating

**Good**



### 1. Organisational delivery

1.1 Governance and leadership

**Good**



1.2 Staff

**Good**



1.3 Partnerships and services

**Outstanding**



1.4 Information and facilities

**Requires improvement**



### 2. Court disposals

2.1 Assessment

**Requires improvement**



2.2 Planning

**Good**



2.3 Implementation and delivery

**Good**



2.4 Reviewing

**Requires improvement**



### 3. Out-of-court disposals

3.1 Assessment

**Requires improvement**



3.2 Planning

**Good**



3.3 Implementation and delivery

**Good**



3.4 Out-of-court disposal policy and provision

**Good**



### 4. Resettlement

4.1 Resettlement policy and provision

**Good**



## Executive summary

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Overall, Barnet Youth Offending Service (YOS) is rated as 'Good'. This rating has been determined by inspecting the YOS 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.<sup>1</sup> Published scoring rules generate the overall YOS rating.<sup>2</sup> We inspected the quality of resettlement policy and provision separately and rated this work as 'Good'. The findings and subsequent ratings in those domains are described below.

### Organisational delivery

We inspected Barnet YOS in February 2022. We interviewed the YOS management team and the chair of the management board. We held meetings with other members of the board, key stakeholders, YOS staff and volunteers, and children and their parents or carers. Covid-19 restrictions were in place at the time of the inspection, so work was undertaken remotely. We considered the context and impact of Covid-19 on organisational delivery throughout the inspection. Barnet YOS has remained operational throughout the pandemic. Although staff were affected by the pandemic, they were innovative in meeting the needs of children. The YOS had returned to a business-as-usual model at the time of the inspection.

All partners are genuinely committed to enhancing positive outcomes for children, and staff are proactive in engaging children when implementing the YOS's vision and strategy.

The service has a good understanding of racial disproportionality and has put robust plans in place to address this. It needs to develop processes to monitor the impact of its plans, and to understand better why girls are over-represented in the YOS cohort.

The YOS management team ensures that the partnership's strategic vision is articulated to staff and stakeholders. However, it needs to do more to ensure that practitioners fully understand the partnership's 'transitional safeguarding' approach.<sup>3</sup>

Staffing levels are sufficient, although some caseloads are slightly higher than we would normally expect. Staff are skilled, well-motivated and well supported. However, the absence of a probation practitioner in the YOS has had a negative impact, in the prompt transitioning of some youth to adult cases.

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

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

<sup>2</sup> Each of the 12 standards is scored on a 0–3 scale in which 'Inadequate' = 0; 'Requires improvement' = 1; 'Good' = 2; 'Outstanding' = 3. Adding these scores produces a total score ranging from 0 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'.

<sup>3</sup> The principles of 'transitional safeguarding' have been prioritised within YOS and wider borough priorities. It is an approach to safeguarding which focuses on meeting the needs of adolescents and young adults across developmental 'transitional' stages (i.e. turning 18 and/or moving between different tiers of intervention). The approach replaces a binary notion of childhood and adulthood, and allows for a more fluid approach to working with adolescents.

<https://www.justiceinspectors.gov.uk/hmiprobation/wp-content/uploads/sites/5/2022/03/Academic-Insights-Holmes-and-Smith-RM.pdf>

There is a good understanding of the needs of children open to the YOS and the role that the partnership can play in prioritising these needs. The range of services available for YOS children is extensive, although further work is still required to improve education, training and employment (ETE) outcomes and increase access to full-time ETE.

The YOS has the necessary policies and guidance in place and communicates these effectively. Performance monitoring is an area of strength.

Interventions are delivered in appropriate locations; although some parents raised concerns about safe access to the main YOS office, these concerns were mitigated by risk assessments undertaken by staff.

Staff reported that information and communications technology (ICT) arrangements have improved recently, and the board has demonstrated a keen interest in making these improvements. However, we saw examples where technology had reduced the efficacy of service delivery.

Key findings about organisational delivery were as follows:

- Both the YOS and the management board understand the child-first approach and are committed to delivering high-quality youth justice services.
- There is a good understanding of racial disproportionality; the YOS has analysed the reasons for this and developed interventions to reduce it.
- The YOS makes positive attempts to seek the views of children and their parents or carers, and this has a positive impact when it is undertaken well.
- Services are available to provide strong support for vulnerable adolescents and children at risk of exploitation.
- A multi-agency meeting of operational managers takes place monthly, with an extensive list of attendees, which focuses on specific youth justice matters.
- Staffing levels in the service are sufficient, although some caseloads are slightly higher than we would normally expect.
- Speech and language therapy, and educational psychology are integrated well within the service.
- Supervision, appraisal and induction arrangements within the YOS are sound.
- Staff and volunteers expressed satisfaction with training and development opportunities.
- Some of the partnership's work is innovative – for example, its therapeutic accommodation pathfinder and its residential programme.
- Appropriate policies and procedures are in place.
- The service has access to data and management reports to try to improve service delivery.

But:

- Representation from the police at the management board has been inconsistent and of insufficient seniority at times in the last 12 months.
- The YOS does not fully understand why girls are over-represented on its caseload.

- Operational managers have limited capacity to analyse data in a timely fashion.
- Probation service vacancies have impacted on children transitioning to probation.
- Transitional safeguarding training needs to be delivered to all staff.
- More children need to be in full-time ETE.
- ICT arrangements sometimes impact negatively on service delivery; firewall arrangements have hampered remote working.
- Some parents felt that the location of the main office was not safe for children.

### **Court disposals**

We took a detailed look at 11 community sentences managed by the YOS. We also conducted seven 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. We did not look at any custodial sentences.

The quality of work varied but work to support desistance was done well and was the strongest area identified. Activities to support desistance were sufficient across assessment, planning, implementation and delivery, and review. Desistance work considered the diversity and wider social context of the child. Assessments were co-produced with children and their parents or carers and took into account the victim's needs and wishes. Planning and interventions to support desistance were implemented effectively. Delivery of services took the child's strengths into account and maintained good working relationships between the YOS and the child and their parent or carer. Reviewing activity was supported by strong partnership arrangements.

Work to keep the child safe was mostly undertaken well. Assessments, planning, and implementation and delivery were all sufficient, although contingency planning needed to be more robust. Reviewing was the weakest area of work undertaken to keep children safe and reviews did not always result in necessary adjustments to ongoing work.

Work to keep others safe in Barnet needs to be improved. Assessment of risk was the weakest area inspected and lacked analysis, although there was congruence between the YOS's classification of risk and our own assessments. Overall, planning, and implementation and delivery were generally sufficient, although contingency planning needs to be strengthened and more attention given to victims' needs. Reviews to keep other people safe were carried out but did not always lead to necessary changes being made to the ongoing plan of work.

Management oversight to support court work was good, as was the range of services to support children on court orders.

Our key findings about court disposals are as follows:

- Case managers have a good understanding of children's desistance needs, and work to support the child's desistance is strong.

- Case managers take issues of diversity into account when delivering work to support desistance.
- Children and their parents or carers are normally involved proactively, from assessment through to review.
- The classification of risk to the child and risk to others is generally undertaken competently.
- Barnet has a wide range of services to support children, which ensures that implementation and delivery activities are a strength.
- Managers have a good oversight of the work undertaken by case managers.
- When carrying out reviews, case managers work proactively with partners as appropriate.

But:

- Case managers need to ensure that they always identify all risks to the safety of the child.
- Case managers' assessment of risk of harm to others needs to be more analytical.
- Contingency planning to manage risks to the child and to others needs to be improved.
- Case managers need to ensure that service delivery always protects victims.
- Review activity was mostly undertaken but it did not always result in necessary changes being made to plans.

### **Out-of-court disposals**

We inspected 15 cases managed by the YOS that had received an out-of-court disposal. These consisted of six youth conditional cautions, eight community resolutions and one triage disposal.<sup>4</sup> We interviewed the case managers in 12 cases. We did not inspect any youth cautions.

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 in place for out-of-court disposals, using evidence from documents, meetings and interviews.

Overall, the YOS's approach to managing out-of-court disposals had a number of strengths. However, use of the Onset assessment tool reduced the quality of practitioners' work, as it limited their ability to analyse risk in detail.

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<sup>4</sup> In Barnet, triage offers the police the opportunity to refer children to the 0–19 early help service for triage support. Eligibility for the programme is restricted to children who have been arrested for low-gravity offences, have admitted their guilt, have been assessed by the police as suitable for the programme and have agreed to participate. Child must attend a triage assessment appointment with their parents or carers at an early help family hub. They will meet both the 0–19 early help practitioner and the YOS police officer during their first appointment.



Work to support desistance was affected by this tool and we also noted that inconsistent practice impacted on the analysis of the assessment of desistance.

Planning, and implementation and delivery to support desistance were both undertaken well. Work was strengths based, considered the needs and wishes of victims, and focused on building good relationships with children and their families.

Work to keep the child safe was not always undertaken well; in particular, case managers did not always analyse risks or classify them clearly. Planning, and implementation and delivery were generally undertaken well, although contingency planning needs to improve.

Work to keep others safe was not always undertaken effectively, case managers did not always analyse risks well and risk classifications were sometimes unclear. Planning to keep others safe, and implementation and delivery were carried out sufficiently. Consideration of victims' safety was a strength, although contingency planning could be more robust.

Management oversight was sufficient in a reasonable majority of the cases inspected and we felt that there were sufficient services in place to support out-of-court disposals.

Policy and provision demonstrated a partnership approach to preventing children from advancing through the youth justice system.

Some elements of the out-of-court disposal process were not efficient, particularly the initial screening process, and would benefit from review.

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

- There are detailed procedures in place and the partnership has a shared understanding of the importance of diverting children away from the youth justice system.
- An Outcome 22 pilot has been developed to tackle racial disproportionality.
- A strong partnership safeguarding offer is in place for children who may be eligible for an out-of-court disposal.
- Evaluation of out-of-court disposal data by the YOS indicates a number of positive outcomes for this cohort of children.
- Children and their parents engage proactively with assessments.
- Work to support desistance is strengths based.
- Planning to keep others safe is done well in a large majority of cases.
- Service delivery to support desistance, the safety of the child and the safety of others is undertaken well in the majority of cases.
- Case managers consider victims' safety when delivering services.

But:

- Initial screening processes for children being considered for an out-of-court disposal can result in duplication of assessment processes if additional risks are later identified.
- The Onset assessment tool is not always used effectively to analyse risk factors and so classification of risk by case managers is sometimes unclear.
- Analysis and planning do not always take diversity factors into consideration.

- Contingency planning needs to improve, to ensure that provision is available should circumstances change.

## **Resettlement**

We inspected the quality of policy and provision in place for resettlement work, using evidence from documents, meetings and interviews. To illustrate that work, we inspected five cases managed by the YOS that had received a custodial sentence.

Barnet does not have a standalone resettlement policy, which means that its approach can lack focus. This was evidenced by a lack of understanding about the principles of constructive resettlement by some within the partnership, and consideration of accommodation planning was not always clearly apparent.

However, the YOS works collaboratively with a large number of services. The resettlement and aftercare panel is a bespoke forum that has been developed to discuss children's resettlement needs. Partners' level of engagement and commitment to improving the opportunities available to children leaving custody was impressive. The YOS has a very good understanding of the characteristics of its custody cohort, and this provides a good platform for further development of work in this area. Findings within inspected cases were generally positive and there was evidence that policy and provision impacted positively on these children.

Our key findings about resettlement work are:

- There is a well-established partnership approach to delivering good-quality resettlement provision.
- The borough's focus on transitional safeguarding complements the YOS's overall approach to resettlement provision.
- The resettlement and aftercare panel provides a forum for all relevant services to plan for children's release from custody.
- The YOS acknowledges that there is racial disproportionality within the cohort and is addressing this.
- The YOS understands the characteristics of the custody cohort well, and uses its data to develop provision.

But:

- The YOS needs to be clearer about how the resettlement and aftercare panel avoids duplicating the activities of other forums.
- The resettlement and aftercare panel does not always ensure that post-custody accommodation arrangements are planned effectively.
- The resettlement and aftercare panel's terms of reference do not consider how it will address disproportionality.
- The YOS has not fully developed ways of measuring the impact of disproportionality.

## Recommendations

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

### **Barnet Youth Offending Service should:**

1. ensure that robust contingency plans are in place for all children, which address their safety and wellbeing, and risk of harm to others
2. provide the management board with timely information about the efficacy of its work with victims
3. develop a standalone resettlement policy, with partners, to strengthen current arrangements.

### **Barnet Youth Offending Service and Barnet early help services should:**

4. ensure that assessments of children who offend are analytical, consider diversity factors and clearly record classifications of risk, and that actions are taken as required when assessments are reviewed.

### **Barnet Youth Offending Service, Barnet early help services and the Metropolitan Police should:**

5. ensure that initial out-of-court disposal screening processes facilitate allocation of the child's assessment to a suitably skilled practitioner.

### **The Barnet Youth Justice Matters management board should:**

6. ensure that all children's educational needs are understood and that they have access to high-quality services that are matched to their needs.

### **Barnet Council should:**

7. ensure that YOS staff have access to ICT systems that enable them to deliver a high-quality service and meet the needs of all children.

## Background

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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.<sup>5</sup> 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.

Barnet has the largest population of all London boroughs. In 2020, the population was estimated to be 402,700, of which around 47,000 were young people aged 10 to 19 years. Of the children attending Barnet schools, 48.6 per cent are from a Black, Asian and minority ethnic background, and 52 per cent of primary and 38.2 per cent of secondary school pupils speak English as an additional language. The borough has lower levels of deprivation than most other London boroughs, but a fifth of young people in the 10–19-year age range live in the most deprived parts of the borough.

Youth justice services are part of the local authority's early help and children's social care directorate. The YOS is managed within a group of services that make up early help and safeguarding services. These include the 0–19 early help services, multi-agency safeguarding hub (MASH), the duty and assessment, and intervention and planning teams, REACH (adolescents at risk), Barnet Integrated Clinical Services, vulnerable adolescents and adults at risk, and domestic abuse and violence against women and girls' services. The YOS is managed by the head of service for MASH, REACH, the local authority designated officer and integrated offender management. Both the head of service and the YOS service manager are qualified in social work. The YOS is also aligned with the 0–19 early help service.

The placement of the YOS within this delivery framework promotes a focus on prevention and diversion, mental health, parental support, domestic abuse, safeguarding, vulnerability to exploitation and serious youth violence, and transitions to adulthood. Barnet YOS shares basic command unit policing with Brent and Harrow; this includes custody and courts. The YOSs across the three boroughs have developed rota arrangements for court duty.

Some arrangements within the borough are unique to the area; for example, Barnet YOS undertakes residential activity-based groups. Some activities are supported by a volunteer pool and the multi-agency partners co-located in the YOS.

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<sup>5</sup> The *Crime and Disorder Act 1998* set out the arrangements for local YOTs and partnership working.

The YOS has recently acquired Assessment and Qualifications Alliance accreditation, which has improved the reparation activities it offers. It also works very closely with the REACH service. This is a specialist social work team that supports adolescents who are at risk of exploitation, gang involvement, and serious youth violence. There is a significant coordinated cross-over between REACH and YOS interventions; 70 per cent of the REACH team's caseload also comes under YOS supervision. Both services benefit from having specialist integrated roles attached to the team, including a speech and language therapist, an educational psychologist and a clinical practitioner. Funding arrangements to continue these specialist roles were agreed shortly before the inspection.

The 0–19 early help services are delivered across three hubs in the south, west and east/central areas of the borough; referrals are managed through a weekly multi-agency early help panel. Alongside the broad range of early help interventions available, 0–19 early help delivers out-of-court disposals and informal 'triage' interventions on behalf of the YOS. Youth conditional cautions are delivered by 0–19 early help practitioners but supervised by the YOS.

Barnet YOS delivered services throughout the Covid-19 pandemic, in line with the borough's pandemic service delivery model. The YOS noted that the Covid-19 pandemic had affected the throughput of caseloads and caused court delays and changes to offence types. All children have been treated as 'vulnerable' and face-to-face contact has been prioritised in accordance with this. The service is able to resume its full range of activities now that services are in recovery.

## Contextual facts

### Population information<sup>6</sup>

<b>127</b>	First-time entrant rate per 100,000 in Barnet <sup>7</sup>
<b>167</b>	First-time entrant rate per 100,000 in England and Wales
<b>33%</b>	Reoffending rate in Barnet <sup>8</sup>
<b>34%</b>	Reoffending rate in England and Wales

<b>399,007</b>	Total population of Barnet
<b>40,887</b>	Total youth population (10–17 years) of Barnet

### Caseload information<sup>9</sup>

Age	10–14 years	15–17 years
Barnet YOS	<b>17%</b>	<b>83%</b>
National average	18%	82%

Race/ethnicity <sup>10</sup>	White	Black and minority ethnic	Unknown
Barnet YOS <sup>11</sup>	<b>36%</b>	<b>60%</b>	<b>4%</b>
Youth population (10–17 years) of Barnet <sup>12</sup>	54%	46%	0%

Gender	Male	Female
Barnet YOS <sup>13</sup>	<b>82%</b>	<b>18%</b>
National average	86%	13%

<sup>6</sup> Office for National Statistics. (June 2021). *UK population estimates, mid-2020*.

<sup>7</sup> Youth Justice Board. (2021). *First-time entrants, January to December 2020*.

<sup>8</sup> Ministry of Justice. (January 2022). *Proven reoffending statistics, April 2019 to March 2020*.

<sup>9</sup> Youth Justice Board. (January 2022). *Youth justice annual statistics: 2020 to 2021*.

<sup>10</sup> Data supplied by the YOS.

<sup>11</sup> Data supplied by the YOS. Caseload at point of inspection.

<sup>12</sup> Data supplied by the YOS.

<sup>13</sup> Youth Justice Board annual statistics for 2019/2020 and 2020/2021 indicate that girls were over-represented in the caseload during this two-year period. The proportion of girls had reduced at the point of inspection in Barnet but was 24 per cent and 18 per cent, respectively, for the two annual periods reported on.

### Additional caseload data<sup>14</sup>

158	Total current caseload, of which:
78	Court disposals
80	Out-of-court disposals
69	Total current caseload on community sentences
6	Total current caseload in custody
5	Total current caseload with a youth caution
28	Total current caseload with a youth conditional caution
41	Total current caseload with a community resolution or other out of court disposal
6	Total current caseload subject to Outcome 22 pilot <sup>15</sup>
12	Current caseload who are Barnet Looked After Children
13	Current caseload who are Looked After Children from out of borough
1	Current caseload with child protection plan
24	Current caseload with child in need plan
25	Current caseload aged 16 and under in full-time school/pupil referral unit/alternative education
8	Current caseload of children aged 16 and under in a pupil referral unit, alternative education or attending school part time
15	Current caseload aged 17+ not in education, training or employment

### For children subject to court disposals (including resettlement case):

Offence types <sup>16</sup>	%
Violence against the person	38%
Burglary	13%

<sup>14</sup> Data supplied by the YOS, reflecting the caseload at the time of the inspection announcement.

<sup>15</sup> Turning Point is a police-led diversion scheme being run as a randomised controlled trial in North West London (Barnet, Brent and Harrow). A person referred to the scheme has the opportunity to engage in a four-month conditional contract instead of receiving a caution or charge to court. If they complete the scheme successfully, the individual receives 'no further action' for their offence (closed under Outcome 22). The conditional contract aims to address the root causes of the offending behaviour while also addressing reparation to victims where applicable.

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

Robbery	31%
Criminal damage	6%
Drug offences	6%
Other indictable offences	6%



# 1. Organisational delivery

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The management board is attended by engaged senior leaders from across the partnership. Strategic links are strong, although inconsistent attendance of senior police representatives at the board is a deficit. All partners are committed to understanding and improving opportunities for children who are open to the youth offending service (YOS).

The YOS is proactive in its attempts to engage service users when implementing its vision and strategy.

Although the board has a good understanding of local racial disproportionality and has developed plans to address this, monitoring of outcomes for the children concerned is still at an early stage. Nonetheless, work to address school exclusions of black, Asian and ethnic minority children is under way, and the YOS is carrying out work to support children and families from an ethnic minority background who are at risk of exploitation. The wealth of data on disproportionality that the partnership has available when compared with some other services is notable; however, there has been a lack of curiosity about the reasons why girls have been over-represented on the YOS caseload.

The YOS management team ensures that the partnership's strategic vision is articulated to staff and stakeholders. However, it needs to do more work to ensure that the partnership's 'transitional safeguarding' approach is fully understood and implemented by YOT practitioners. Some staff reported that they had not yet received transitional safeguarding training.

Staffing levels are sufficient, although some caseloads are slightly higher than we would normally expect. Probation staff vacancies have resulted in some delays to cases transitioning between services, which has increased some caseloads.

Overall, despite these difficulties, YOS staff work effectively and reported feeling valued by the partnership as a whole. Things have improved since the current management team has been in place and this was reflected in positive feedback from volunteers. YOS staff are skilled, well-motivated and well supported. The service promotes a learning and development culture for its staff, and this extends to early help colleagues who are required to supervise out-of-court disposals.

There is a good understanding of the needs of the children open to the YOS and the role that the partnership can play in prioritising these.

The range of services available for YOS children is extensive. Individual and personalised approaches are supported, and planning and intervention are integrated across multiple services. However, further work is still required to develop education, training and employment (ETE) opportunities and deliver personalised reparation activities for all children.

Arrangements within the partnership are monitored robustly. Services are challenged when required, invariably resulting in solutions being found if problems arise.

The necessary policies and guidance are in place to enable staff to deliver a high-quality service, and these are communicated effectively.

Interventions are delivered in appropriate locations. Some parents raised concerns about safety, but these were mitigated by robust risk assessments by staff to make sure that children are safe.

Staff reported that information and communications technology (ICT) arrangements had recently improved significantly, and the board has demonstrated a keen interest in making these improvements. However, we saw examples where technology had reduced the efficacy of service delivery, and in some instances, this had a potential impact on children's safety and wellbeing.

Performance monitoring, including the use of feedback from children, is an area of strength within this service. This is due, in part, to the large amount of data that the YOS produces and collates in order to improve practice.

### Strengths

- Both the YOS and the management board understand the importance of a child-first approach and are committed to delivering high-quality youth justice services.
- There is a good understanding of racial disproportionality; the YOS has analysed the reasons for this and developed interventions to reduce it.
- The YOS makes strong attempts to seek the views of children and their parents or carers, and this has a positive impact when it is undertaken well.
- Services are available to provide positive support for vulnerable adolescents and children at risk of exploitation.
- A multi-agency meeting of operational managers takes place monthly, with an extensive list of attendees, which focuses on specific youth justice matters.
- Staffing levels in the service are sufficient, although some caseloads are slightly higher than we would normally expect to see.
- Speech and language therapy, and educational psychology are integrated well within the service.
- Supervision, appraisal and induction arrangements within the YOS are sound.
- Staff and volunteers expressed satisfaction with training and development opportunities.
- Some of the partnership's work is innovative – for example, its therapeutic accommodation pathfinder and its residential programme.
- Appropriate policies and procedures are in place.
- The service has access to data and management reports to try to improve service delivery.

### Areas for improvement

- Representation from the police has been inconsistent and of insufficient seniority at times in the last 12 months.
- The YOS does not fully understand why girls are over-represented on its caseload.

- Operational managers have limited capacity to analyse data in a timely fashion.
- Probation service vacancies have impacted on children transitioning to probation.
- Transitional safeguarding training needs to be delivered to all staff.
- More children need to be in full-time ETE.
- ICT arrangements sometimes impacted negatively on service delivery; firewall arrangements have hampered remote working.
- Some parents felt that the location of the main office was not safe for 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.

Good

#### Key data

Total spend in previous financial year	£960,480 <sup>17</sup>
Total projected budget current for financial year	£960,480

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?**

Members of the Youth Justice Matters management board work together to set priorities and have developed a child-friendly vision, aligned to its broader 'family friendly borough' aspirations. In addition to this, they have set an objective to coordinate a cross-service 'transitional safeguarding' approach to delivering services from early years through to adulthood. This objective is well understood by partners at a strategic level. YOS children benefit from this approach, which places importance on intervening proactively during potentially chaotic periods of transition in a child's life.

The management board benefits from an engaged and knowledgeable chair, who has developed the board's arrangements both internally and with external partnerships. Board meetings have relevant agendas and review appropriate areas of practice, with performance reports and updates from the YOS and partners. There is generally good representation at the board. Probation engagement was impacted by the national unification agenda but has been sufficient overall. Representation from

<sup>17</sup> Does not include 'payment in kind and other delegated funds expenditure'. These are figures submitted to the Youth Justice Board.

the police has been inconsistent and of insufficient seniority at times in the last 12 months.

The board has access to data needed to review and evaluate its strategic plan. Positively, the board has a comprehensive understanding of racial disproportionality. It has made positive attempts to tackle this, although it is too early to judge the impact of this activity. The board seeks the views of children and their parents or carers proactively and is motivated to develop these arrangements even further.

The youth justice strategic plan notes the risks to service delivery, although plans to mitigate these risks need developing. For example, the YOS is aware of the impact that short-term cycles of health funding have on longer-term planning, but it needs to set out in detail how it will maintain resilience in service delivery within these restrictions.

There is an ambition to become a restorative council, but further work is necessary to achieve this.

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

Board members focus on the needs of the children open to the YOS. This is reflected in the proactive contributions they make outside of the board. For example, children's social care staff and others have worked to reduce the number of children in care within the YOS cohort as a consequence of their offending.

The management board has visible strategic and operational links with other boards, partnerships and services. This is reflected by a strong offer of support for vulnerable adolescents and children at risk of exploitation. Additionally, a well-attended meeting of operational managers takes place monthly, with an extensive list of attendees who focus on specific youth justice matters. The attendees take a problem-solving approach and escalate issues to the board if required.

There are a number of tri-borough links in place with Harrow and Brent. There was evidence that shared custody suite, court and some contextual safeguarding arrangements were managed effectively.

The board considers it important to capture feedback from children and their parents or carers; for example, parents have contributed to discussions during board meetings about how behaviour at school is managed. This has linked to activity to tackle school exclusions. Reports to the board capturing concerns about disproportionality have been incorporated into local priorities. However, the board did not fully understand why girls are over-represented in the YOS caseload, or why the number has recently reduced. The board needs to analyse whether the recent reduction is due to specific elements of service delivery by the YOS or by the broader partnership.

Provision is made at board meetings to review the desistance action plan and disproportionality action plan, but it was not clear how the YOS manager and management board monitor actual progress systematically.

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

The YOS manager provides an effective conduit between the board and the YOS itself; he attends board meetings and provides updates, performance reports and audit feedback. This input has had a tangible impact; for example, following one of


his updates, the board acknowledged the need for more services for children from ethnic minority backgrounds, and developed a residential programme to address this.

The broader YOS management team supports a child-centred approach. For example, the desistance action plan includes activities to build professional relationships between partners, address structural barriers, motivate children and develop creative interventions for children.

Staff working for the YOS were able to articulate the service’s vision and strategy in high-level terms. However, they struggled to describe the impact of Barnet’s child-first and transitional safeguarding approaches in detail. For example, they did not fully understand how the approach could support children moving between different tiers of health provision. This suggests that the YOS leadership team needs to do further work to operationalise the strategic vision in full.

Staff understood the rationale behind the leadership team’s emphasis on issues of disproportionality, and they noted that attempts were being made to get a better understanding of children’s self-identity and issues related to their intersectionality. An understanding of the impact of this approach needs to be developed further.

Interaction between the leadership team, staff and stakeholders is good. There is evidence of constructive challenge of staff and volunteers by managers, and that practitioners are consulted about developments in service delivery.

<b>1.2. Staff</b>	
Staff within the YOT are empowered to deliver a high-quality, personalised and responsive service for all children.	Good

### Key staffing data<sup>18</sup>

Total staff headcount (full-time equivalent (FTE))	14
Total headcount, qualified case managers (FTE) <sup>19</sup>	5
Vacancy rate (total unfilled posts as a percentage of total staff headcount) <sup>20</sup>	7%
Vacancy rate, case managers only (total unfilled case manager posts as percentage of total case manager headcount)	20%
Average caseload, case managers (FTE equivalent) <sup>21</sup>	11 <sup>22</sup>
Average annual working days sickness (all staff)	2

<sup>18</sup> Data supplied by YOS and reflecting staffing at the time of the inspection announcement.

<sup>19</sup> Qualified case managers are those with a relevant social work, youth justice or probation qualification.

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

<sup>21</sup> Data supplied by YOS, based on staffing and workload at the time of the inspection announcement.

<sup>22</sup> YOS provided data indicating an average of nine to 13. The figure of 11 is the median of this average.

Staff attrition (percentage of all staff leaving in 12-month period)	14%
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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?**

All local authority funded posts are currently filled. The YOS has used agency workers to ensure that there are no gaps in service provision following recent staff departures. There has been uncertainty about some specialist partnership staffing provision but continued fixed-term funding for integrated health roles (liaison and diversion, and forensic psychologist) has recently been approved. There is a probation officer vacancy, but this will soon be filled. There was evidence that the YOS management team was taking a proactive approach to managing a period of recent pressure on staffing.

A significant majority of staff feel that their workload is manageable, but some caseloads were higher than we have seen elsewhere. There is a strong offer of support from managers to help practitioners manage their workload, and explicit working practice guidance is in place that sets out expectations for timely completion of work.

Operational managers have limited capacity to analyse data in a timely fashion, but management oversight of practitioners' work was good in a majority of inspected cases and supported service delivery.

Sickness is not excessive, and rates are monitored effectively.

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

The workforce is diverse, and diversity training has been made available to staff, to develop their skills in working with children with protected characteristics.

Cases are allocated appropriately to staff based on their skill set and experience. However, not all staff had received the relevant transitional safeguarding training required to understand its applications fully. Furthermore, the absence of a probation officer has had an impact on the way the transitional approach is applied for children turning 18.

There is no standalone ETE worker within the service structure who liaises with schools on a day-to-day basis. Case managers take the lead in this regard. This may have had an impact on the YOS's capacity to challenge schools proactively about the low proportion of YOS children aged 16 and under in full-time education, which was only 53 per cent in the four quarters before the inspection. Speech and language therapy, and educational psychology provision were strong and personalised, and demonstrated that children's needs are being monitored regularly and proactively.

Given that staff from early help work with many of the out-of-court disposals in the borough, it was positive to note that these practitioners have access to all relevant youth justice training opportunities.

Although there is no specific youth justice succession strategy for the service, the local authority offers a generic career progression pathway as part of its arrangements for learning and development.

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

A supervision policy is in place that sets out expectations for reflective group and individual supervision. A standard agenda for supervision covers all appropriate areas, and staff are actively encouraged to use a preparation tool beforehand. The majority of feedback from staff about the quality and frequency of supervision was positive and they noted that it has improved since the current manager came into post.

The YOS induction programme has been reviewed recently and covers all relevant areas for new staff. We saw evidence that this programme has been adapted for staff with specific needs. Feedback from new staff about induction processes was positive.

Appraisals are undertaken appropriately, and staff noted that they are used to develop skills and good practice. Additionally, staff noted that development opportunities are made available if these were highlighted in appraisals. Appropriate performance management guidance for the authority is in place.

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

High-level workforce development plans are set out in the youth justice strategic plan. These are supported by a thorough training plan, and details of this have been fed back to board members to increase their understanding. The training log indicates that most training has been delivered, but because of Covid-19, not all. Overall, staff and volunteers said that they are satisfied with the learning opportunities available.

Operational managers and practitioners are 'trauma trained' and the YOS has obtained funding for advanced practitioner trauma training for staff.

The majority of YOS case managers working for the YOS have completed Youth Justice Effective Practice certificates, and the restorative justice worker has trained other staff to deliver restorative interventions. The training plan refers to developing more specialist skill sets, such as Assessment, Intervention and Moving-on 3 (AIM3) training for staff who work with children displaying sexually harmful behaviour. Student social workers benefit from the YOS manager's input as the designated practice educator for the service.

### **Do managers pay sufficient attention to staff engagement?**

Staff and volunteers report that they feel motivated and listened to, and that action is taken if they raise concerns. Staff were able to give examples of where an issue had been raised at the operational managers meeting and they had received subsequent feedback that it had been raised at the management board. Much of the positive feedback from staff has been triggered by the current management team coming into post; arrangements prior to this were not always viewed as positively, and it appears that significant effort has been made to improve things.

A volunteers steering committee meets regularly, chaired by a member of the YOS management team. Those who attend feel that it provides an opportunity to influence practice.

The staff have been well supported during the pandemic, and all those who indicated that they have diversity needs advised that these had been met. Staff note that there

is informal but frequent recognition for good practice within the team. Official recognition for the team's hard work came in 2020, when the service was nominated for the borough team of the year.

### 1.3. Partnerships and services



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

Outstanding

#### Caseload characteristics<sup>23</sup>

Percentage of current caseload with mental health issues	38%
Percentage of current caseload with substance misuse issues	40%
Percentage of current caseload with learning disability or learning difficulty, or subject to an education, health and care plan	22%

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

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

The YOS provided the strategic needs analysis previously presented to the board, containing a comprehensive strategic priorities dashboard. Additionally, the liaison and diversion service has provided detailed reports to the board summarising the profiles of arrested children and their involvement with partner agencies. Such analyses provide a strong base for understanding the desistance needs of children open to the YOS. However, the partnership needs to review this data more effectively; for example, the most recent liaison and diversion service report highlighted an increase in offending by girls. This has not been considered fully and so an opportunity to explore any links with over-representation has been missed.

Reports presented to the board are comprehensive and facilitate a good understanding of the relevant data. The partnership's analysis has identified specific needs, such as emotion-based school avoidance, unaddressed special educational needs (SEN), accommodation for children with complex needs and peer rivalry dynamics. Factors such as these have also been linked in with the broader vulnerable adolescent strategy in the borough, to ensure a collaborative approach. As a result, the partnership has a good understanding of areas where it needs to prioritise the joint local approach with YOS children.

Analysis of need pays sufficient attention to factors that impact on safety and wellbeing and has resulted in activity to address exploitation and domestic violence. There is also a very good partnership understanding of the over-representation of ethnic minority children within the YOS, and the impact of this on other data sets and areas of concern, such as SEN and mental health provision.

<sup>23</sup> Data collated from Barnet YOT organisational spreadsheet.



Previously, feedback from children and their families has demonstrated a need to co-produce plans more effectively as a way of analysing need; positively, the YOS is responding proactively to this, and is involving children.

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

The YOS has attempted to target some of the specific health and educational needs that affect desistance by providing integrated speech and language therapy, and educational psychology. Access to post-16 ETE provision within the borough appears to be a deficit, although partners are aware of this.

The YOS's approach to developing and maintaining partnerships is innovative; for example, it is involved in the therapeutic accommodation regional Pathfinder project. This project is still in its early stages but was developed as a consequence of the analysis of need. It shows great promise as a means of addressing a gap in provision that many partnerships elsewhere fail to plug.

Local approaches to tackling knife crime are strong and the serious incident response protocol offers a systematic, coordinated response to such incidents.

The YOS is making proactive attempts to secure funding to support mentoring provision, which, if successful, will enhance opportunities for children at risk of serious youth violence.

The residential programme also provides an opportunity for children to explore the benefits of peer mentoring and develop an internal identity shift that can help them to desist from offending.

There is evidence that multi-agency planning meetings are used to coordinate resources and approaches, to ensure that all children entering the youth justice system are supported through a single multi-agency plan.

The YOS has identified diversity factors that impact on children and their families, and addressed these within the partnership; for example, the Barnet parents' champions programme is funded by the violence reduction unit, with the aim of engaging the parents of ethnic minority children who are at risk of exploitation. It has introduced a pilot to increase black children's access to mental health provision.

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

A number of service level agreements and joint working agreements are in place, which support access to appropriate services and opportunities. The quality of services is evaluated as part of a rolling process of review. Review of provision has led to some of the innovative and personalised approaches to partnership working.

Regular partnership forums provide an opportunity for partners to maintain contact and review arrangements. For example, vulnerable adolescents are supported by a collaborative approach in the borough and there is evidence that YOS children are regularly discussed at the vulnerable adolescent risk panel.

There is some concern that Child and Adolescent Mental Health Services (CAMHS) waiting lists may be a barrier to mental health provision for children. However, support is available from Barnet Integrated Clinical Services (BICS) as a solution. Importantly, BICS are able to transition children to adult services as seamlessly as

CAMHS colleagues, reinforcing the efficacy of the broader transitional safeguarding approaches.

There is evidence that 'whole family' approaches supporting transitional arrangements are also promoted; for example, 15 families of children open to the YOS have received coordinated early help parenting provision in the last year.

The local court is shared with neighbouring YOTs; service level agreements ensure that access is appropriate and feedback from sentencers about the court's interaction with the YOS is positive.

The YOS has seen a decline in victim contacts in the last year, partly due to changes in police 'opt-out' victim contact protocols. The board has some understanding of these challenges but needs to be more proactive in scrutinising data to address this concern.

Evaluation of the residential programme indicates that nine children from ethnic minority backgrounds have benefited from the intervention.

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

There is evidence that the YOS listens to the voice of the child and their family. There is interaction with families at the management board, and the board chair noted that the partnership is keen to hear from children and their parents or carers. Feedback from children and their families is used to develop service delivery. For example, the importance placed on children agreeing to become mentors as part of the residential programme is key to the good practice identified in this project during fieldwork.

The YOS has developed the Whiteboard project, an effective project to engage children. The YOS co-produces videos with children, which are then posted on YouTube and used as part of its induction for new children. The children are involved in all elements of the video-making. They have made videos on 'what the YOS does' and another on reparation. A child who fed back directly to us about the project felt that the videos are relatable as they have been made by other children who understand the challenges he faces. There are plans for more Whiteboard projects in 2022.

Details of over 40 children and their parents or carers were provided to inspectors before the fieldwork, so that we could triangulate their feedback with our findings. However, we were only able to communicate with five children and three parents during the week of inspection as a result of calls not being responded to. All who responded said that the services they receive from the YOS are very good, and all said that their YOS worker has the right skills for their role. Feedback included:

*"...the worker was nice, down to earth people, had time for me and was fair and reasonable".*

*"...the worker connects well with my son and this helps a lot – he has someone there for him".*

While the feedback was positive, and it is clear that the voice of the child is important to the YOS, there was evidence that it is not always incorporated into service delivery. For example, children felt that reparation placements do not always take account of their individual strengths and interests. There were other concerns raised within the feedback. For example, while the strong partnership approach in

Barnet can be viewed as a strength, one parent said that too much support could feel overwhelming if not coordinated effectively. She noted that:

*“When he was there, Rory had a mental health assessment, but there were that many professionals it was confusing. He didn’t care who was doing what at the time, or their role or purpose”.*

#### 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?**

A range of appropriate policies are in place. These are up to date or due for review in the near future and are available to staff electronically. While there are no bespoke risk management policies with a specific youth justice focus, there are arrangements in place to provide a coordinated approach to managing risk. Case recording guidance issued by the YOS was noticeable in the court disposal cases inspected but less so in the out-of-court disposals. Relevant restorative justice processes are in place.

The YOS has produced child-friendly versions of documents to give children a better understanding of its provision. Issues of racial disproportionality are considered within the disproportionality action plan but are less considered in policy reviews. Previous over-representation of girls on caseloads has not been considered sufficiently in policy reviews either.

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

Children are seen in a number of different accessible venues, including the main YOS office, community hubs and at their homes. Referral order panels are still taking place online and volunteers fed back that this arrangement works effectively. Appropriate health and safety assessments are in place for office bases and reparation placements. Furthermore, robust Covid-19 guidance was in place at the height of the pandemic, ensuring that staff and children were seen in safe environments. However, documents provided by the YOS for the inspection have not been reviewed recently to reflect changes in restrictions over the last six months and the impact on arrangements for children or staff who may have clinical vulnerabilities.

Some parents do not feel that the YOS office is in a safe location for children to visit. One parent noted:

*“The location of the YOT is not safe for children, and the building and its inside is very dark and not child-friendly”.*

Staff carry out individual risk assessments and peer-mapping exercises in all instances, to mitigate risk where a child is required to visit a venue in the community and a risk is identified.

The service uses a number of different reparation opportunities, but multiple sources noted that placements are not always matched to children's strengths and interests

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

All staff reported that ICT arrangements have improved recently but voiced significant concerns about barriers to remote working and accessibility. Some of these were experienced by the inspection team, who used the borough's systems remotely during the inspection.

YOS data provided during fieldwork indicated that 50 per cent of staff do not have Youth Justice Application Framework access and are awaiting 'firewall set-up'. This delay means that these staff will have difficulty in interacting with secure estate ICT, which could impact on their ability to manage safeguarding concerns. This was reflected in one case we inspected, where technological issues meant that a post-court report was not received by the secure estate for a child with high safety and wellbeing concerns.

The YOS has data-sharing arrangements in place with multiple partners, but the General Data Protection Regulation barriers were cited as one reason for a reduction in contact with victims in the last 12 months. Victim performance data is produced on a 12-monthly basis only, and so has not been agile enough to assist in highlighting concerns to the board about the reduction in contact with victims in the last year.

Positively, when ICT concerns have been raised with the management board, it has taken action quickly to review and implement solutions. Further review is needed, however, to provide assurance that all issues are being addressed successfully.

Despite the problems experienced by staff, internal ICT systems enable them to produce detailed management reports and have been key in highlighting racial disproportionality.

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

The YOS creates thorough performance reports quarterly, which are reviewed at the management board, along with internal audits of YOS activity. There has been no bespoke external quality audit of the YOS, but audits commissioned from Red Quadrant, an independent consultancy firm, have reviewed the broader safeguarding partnership in which the YOS is included.

The local authority actively encourages the YOS to get involved in critical reflection activities for serious incidents. A serious incident response protocol is in place, which provides 'live time' learning opportunities. Broader learning for the YOS is communicated effectively via practice development training packages, and more informally at team meetings. Plans are in place for the board to review recent inspection activity by Ofsted and HM Inspectorate of Probation from the last seven months.

There are examples of the YOS and the broader partnership using data analysis to drive improvement. For example, data collected on children in care open to the YOS indicates that the partnership has had some success in reducing the number of children becoming looked after as a result of involvement with the youth justice system. However, the impact of some activity to address issues was not always clear in the data provided.

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## Diversity

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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.

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While diversity considerations are referenced in the service's extensive desistance action plan, there was a difference in case managers' considerations of diversity between court disposals and out-of-court disposals in the cases we inspected. Where children were subject to court orders, we generally saw appropriate consideration of diversity, but this was less evident for children on out-of-court disposals.

Case managers we spoke to were aware of the need to undertake interventions focusing on self-identity and reported that they have access to a wide range of services. However, the discrepancies identified suggest that a review of the efficacy of this work is needed.

We saw evidence that the YOS has adapted resources to meet learning needs in some situations and has provided diversity training. We also saw evidence that children's feedback is used to develop service delivery.

There is significant activity across the partnership to tackle the over-representation of ethnic minority children on the YOS caseload. Of the children attending Barnet's schools, 48.6 per cent are from ethnic minority backgrounds, but at the point of inspection 59 per cent of the caseload were from this background. The management board has taken a proactive approach to tackling this. It has commissioned a review of exclusions of black boys and set up a working party to address this. A racial disproportionality action plan has been developed using extensive data held by the partnership.

Other initiatives are under way to tackle racial disproportionality; for example, the Turning Point Outcome 22 pilot was developed to address disproportionality at pre-court stage. The residential programme has benefited ethnic minority children, and the REACH child exploitation team is working to enhance opportunities for black children who are at risk of exploitation. Data presented to the inspectors during fieldwork indicates that the joint work between the YOS and REACH teams could be starting to have a very positive impact, but evidence of impact needs further analysis and development. This was partly because some activity was still at an early stage, but more systematic ways of measuring impact are required.

The number of girls on the YOS caseload is declining, but annual statistics from the Youth Justice Board for England and Wales indicate that they were over-represented in Barnet's caseload in 2019/2020 and 2020/2021 compared with both London and nationally. The YOS does not know the reasons for this over-representation or recent decline, but it was encouraging to note that personalised interventions for girls are available through the 0–19 team's girls' group.

## 2. Court disposals

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We took a detailed look at 11 community sentences managed by the YOS. We also conducted seven interviews with the relevant case managers. We examined the quality of assessment, planning, implementation and delivery of services, and reviewing. We inspected each of these elements in respect of work done to address desistance, keep the child safe and keep other people safe. We did not look at any custodial sentences.

Children who receive a court disposal in Barnet should expect that both they and their parents or carers will be engaged effectively, that their diversity needs will be met, that the YOS will work collaboratively with partners to ensure that they do not reoffend and that risks to and from others are addressed. These outcomes should be achieved via high-quality and consistent assessment and planning, delivery of interventions supported by effective management oversight, and robust ongoing review of the work undertaken.

In Barnet, the quality of work varied but work to support desistance was done very well and was the strongest area in this domain. Assessment, planning, and implementation and delivery to support desistance were sufficient in 10 out of the 11 cases inspected; reviewing was sufficient in nine cases. Case managers' assessments were generally analytical and covered all relevant areas. Consideration of the child's diversity and wider social context was generally thorough in assessments and there was evidence that assessments were co-produced with children and their parents or carers and took into account the victim's needs and wishes.

These good-quality assessments meant that planning and interventions to support desistance were implemented effectively; this was evidenced by the identification and delivery of services most likely to have an impact. This delivery was strengths based and maintained effective working relationships. This approach chimed with the child-first ambitions articulated by the YOS. Reviewing activity was supported by the strong partnership arrangements in place and generally, but not in all instances, led to necessary adjustments in ongoing work to support desistance.

Work to keep the child safe was mostly undertaken well. Assessments, planning, and implementation and delivery were all sufficient. We noted a high level of congruence between the YOS's classification of risks to the child and our own. While planning was relatively strong, contingency planning needed to be more robust. Reviewing was the weakest area of work undertaken to keep children safe and, while we saw evidence of collaborative review activity, it did not always result in necessary changes in ongoing work where adjustments were required.

Overall, work to keep others safe in Barnet needs to be improved. Assessment of risk was the weakest area inspected. Some of the YOS's assessments lacked analysis of the risk of harm to others posed by the child, and the controls and interventions needed to manage and minimise risks. However, there was a good degree of congruence between the YOS's classification of risk and our own. Overall, planning activity, and implementation and delivery were generally sufficient, although contingency planning and attention given to victims need to be strengthened. As was the case with work to keep the child safe, reviewing activity to keep others safe took place but did not always lead to changes to the ongoing plan of work to manage risk where an adjustment was required.

Management oversight to support court work was good, as was the range of services to support children on court orders.

### Strengths

- Case managers had a good understanding of children's desistance needs, and work to support the child's desistance was strong.
- Case managers took issues of diversity into account when delivering work to support desistance.
- Children and their parents or carers were normally involved proactively in activity, from assessment through to review.
- The classification of risk to the child and risk to others was generally undertaken competently and there was congruence with our own classification judgements.
- Planning to support desistance, keep the child safe and keep others safe was undertaken well.
- Barnet had a wide range of services to support children, which ensured that implementation and delivery activity was a strength.
- Managers had good oversight of the work undertaken by case managers.
- When carrying out reviews, case managers worked proactively with partners if appropriate.

### Areas for improvement

- Case managers needed to ensure that they always identified all risks to the safety of the child.
- Case managers' assessment of risk of harm to others needed to be more analytical.
- Contingency planning to manage risks to the child and to others needed to be improved.
- Case managers needed to ensure that service delivery always protected victims.
- Review activity was mostly undertaken but it did not always result in necessary changes being made to plans.

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.

Requires improvement

Our rating<sup>24</sup> 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?	73%
Does assessment sufficiently analyse how to keep other people safe? <sup>25</sup>	<b>45%</b>

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

Assessment analysing how to support the child's desistance was undertaken well. In nine of 11 cases inspected, the assessment analysed offending behaviour sufficiently, including the child's acknowledgement of responsibility for, attitudes towards and motivation for their offending. Staff considered the child's diversity and wider social context in 10 cases and used information held by other agencies in the same number of cases. In every case inspected, the assessment focused on the child's strengths and their protective factors. In 10 cases, the case manager had given sufficient attention to the child's level of maturity, ability and motivation to change. The good practice evident was noted by one inspector, who remarked about one case:

*"Good, thorough assessment of desistance factors drawing on information from children's social care and education. Fully involved child and mother, and self-assessment questionnaire was incorporated. Good analysis of child's diversity needs and the impact of these (dyspraxia), drawing on the educational psychologist report available. Strengths and protective factors fully considered. Victim did not want contact, but assessment of potential impact was incorporated".*

Structural barriers were analysed in six of the eight cases where this was required. The views of both the child and their parents or carers were considered in nine cases, and the child only in one case. In one case, neither child nor parent was taken into account. The victim's needs and wishes were taken into account in all but one of the nine relevant cases. Lifestyle was the most pertinent desistance factor in nine of the cases inspected. Substance misuse was the next most relevant factor, noted in seven cases.

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

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

<sup>25</sup> Professional discretion was used to raise the rating from 'Inadequate' to 'Requires improvement' following review at the ratings panel.




The assessment of the child clearly identified and analysed risks to the safety of the child in nine of the 11 cases inspected, and it drew on available sources of information, where appropriate, in eight cases. The assessment analysed controls and intervention to promote the child's safety and wellbeing in eight cases. There was a good degree of congruence between the YOS's classification of risk and our own, and we felt that the case manager's classification of safety and wellbeing was reasonable in all but one of the cases inspected.

There was a clear written record of the assessment of the child's safety and wellbeing in 10 cases.

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

We did not believe that the YOS's assessments sufficiently analysed how to keep others safe well enough. The assessment did not clearly identify and analyse the risk of harm to others posed by the child in six of the 11 cases inspected. Furthermore, the assessment did not analyse controls and interventions to manage and minimise risks in five of the nine relevant cases. The assessment drew sufficiently on available sources of information, including past behaviour and convictions, and involved other agencies where appropriate in seven cases. There was a good degree of congruence between the YOS's classification of risk and our own, and we felt that the case manager's classification of risk of harm to others was reasonable in all but one of the cases inspected. There was a clear written record of the assessment to keep others safe in nine cases.

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

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

	<b>% 'Yes'</b>
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?	<b>73%</b>

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

Planning set out the services most likely to support desistance and paid sufficient attention to timescales and sequencing in 10 of the 11 cases inspected. Diversity factors were considered sufficiently in nine cases. Planning took sufficient account of the child's personal circumstances, strengths and levels of maturity, ability and motivation to change in all but one case. The child's strengths and protective factors were also considered in 10 cases.

Sufficient services were planned for in 10 cases inspected, and proportionate planning was noted in nine cases. The child and their parents or carers were

<sup>26</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

meaningfully involved in planning in 10 cases, and sufficient attention was given to the needs and wishes of the victim in six of the relevant eight cases.

This positive picture about planning to support desistance was reflected well in one case, where an inspector noted:

*“Planning was aimed to ensure consistency of YOS case manager, despite the child’s move to an out-of-area placement to encourage engagement. It considered the controls in place via the semi-independent placement out of area and included regular monitoring. Good information sharing and liaison to ensure integrated planning activity with host YOT and social care”.*

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

Planning to promote the safety and wellbeing of the child to address risks was sufficient in nine cases. Planning involved other agencies, where appropriate, in eight of the 10 relevant cases and set out the necessary controls and interventions to promote the safety and wellbeing of the child in nine of the relevant 11 cases.

There was effective contingency planning in seven cases.

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

Planning promoted the safety of other people, sufficiently addressing risk of harm factors in nine cases and involved other agencies, where appropriate, in seven of the relevant nine cases.

Planning did not address specific risks and concerns related to actual and potential victims in three of the relevant nine cases where an actual or potential victim was identified. Plans to set out necessary controls and interventions to promote the safety of others were sufficient in seven cases where such controls were required. Effective contingency planning was the weakest area of practice for this key question and was present in only seven of all the cases inspected.

## **2.3. Implementation and delivery**



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

**Good**

Our rating<sup>27</sup> for implementation and delivery is based on the following key questions:

	<b>% 'Yes'</b>
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?	82%

<sup>27</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Does the implementation and delivery of services effectively support the safety of other people?<sup>28</sup>

64%

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

Services that support desistance were delivered to nine of the inspected cases, with sufficient detail given to sequencing and timescales. Services were proportionate and completed within the timescales in eight cases and addressed desistance factors sufficiently in nine cases.

Service delivery took diversity considerations into account sufficiently in all but one case and reflected the wider familial and social context of the child in 10 cases. In nine cases, there was evidence that service delivery built on the child's strengths and protective factors, focused sufficiently on maintaining an effective working relationship with the child and their parents or carers, and promoted opportunities for community integration, including access to services post-supervision.

There were good attempts to encourage compliance in all but one case inspected.

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

Service delivery supported the safety of the child effectively in eight out of 10 relevant cases inspected, and the coordination of other organisations involved in keeping the child safe was sufficient in the same number of cases.

The overall positive picture for this key question was reflected in one case inspected, where the inspector noted:

*“Good coordination of services between the REACH child exploitation worker and YOS. Exploitation related actions were appropriate, and a national referral mechanism referral made appropriately. Work around relationships, safety, peers, substance misuse and self-identity was covered”.*

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

Services to manage and minimise the risk of harm were delivered in six of nine cases where they were required.

Coordination of involvement of other agencies managing the risk of harm was sufficient in six of the nine cases where their presence was required. Attention given to the protection of actual and potential victims was the weakest element of this key question and was present in only seven instances.

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<sup>28</sup> Professional discretion was used to raise the rating from 'Requires improvement' to 'Good' following review at the ratings panel.

## 2.4. Reviewing



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

Requires improvement

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

	% 'Yes'
Does reviewing focus sufficiently on supporting the child's desistance?	82%
Does reviewing focus sufficiently on keeping the child safe?	<b>64%</b>
Does reviewing focus sufficiently on keeping other people safe?	<b>64%</b>

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

Reviewing identified and responded to changes in factors in seven of the nine relevant cases where this was required. It focused on building strengths and protective factors in all but one of the nine relevant cases and responded to diversity factors in seven of the nine cases when required.

A written review was completed for all but one child. Consideration of the child's personal circumstances was apparent in all but one of the cases where this was required. The case worker considered the child's motivation and engagement in seven of the nine relevant cases, and the child and their parent or carer were meaningfully involved in the review in all but one of the relevant cases.

Reviewing led to necessary adjustments in ongoing work to support desistance in eight cases.

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

Reviewing identified and responded to changes in factors related to safety and wellbeing in eight of the inspected cases. A written review was completed in all cases. Input from other agencies was considered in eight of the 10 cases where this was required.

However, all of this activity resulted in necessary adjustments in ongoing work in only six of the 10 cases where adjustments were required.

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

Reviewing identified and responded to changes in factors related to risk of harm in seven of the nine relevant cases. A sufficient written review was completed in all but one case.

Five of the eight relevant cases that needed the input of other agencies involved in managing the risk of harm incorporated into the review evidenced this input. However, reviewing activity resulted in changes to the ongoing plan of work to manage risk in only four of the seven cases where an adjustment was required.

<sup>29</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

### 3. Out-of-court disposals

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We inspected 15 cases managed by the YOS that had received an out-of-court disposal. These consisted of six youth conditional cautions, no youth cautions, eight community resolutions and one triage disposal. We interviewed the case managers in 12 cases.

We examined the quality of assessment, planning, and implementation and delivery of services. Each of these elements was inspected in respect of work done to address desistance, keep the child safe and 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.

Children who receive an out-of-court disposal in Barnet should expect that they and their parents or carers will be engaged effectively, that their diversity needs will be met, and that the YOS will work collaboratively with partners to ensure that they do not reoffend and that risks to and from others are addressed. These outcomes should be achieved through high-quality and consistent assessment and planning, delivery of interventions supported by effective management oversight, and robust ongoing review of the work.

Overall, Barnet's approach had a number of strengths. However, it was hampered by use of the Onset assessment tool, which made it difficult for practitioners to analyse required areas in detail.

Work to support desistance was less effective because of this tool and there was sufficient analysis to support desistance in only eight cases overall. Case managers failed to analyse offending behaviour consistently. Furthermore, while self-identity was identified as a factor related to desistance in 10 of the cases inspected, diversity was analysed sufficiently in only eight cases. Structural barriers were not assessed well either, although the YOS always involved children and their parents or carers in the assessment process.

Planning, and implementation and delivery to support desistance were both undertaken well. Consideration of diversity continued to be a deficit but, on the whole, work was strengths based, considered the victim's needs and wishes, and generally set out and delivered the services most likely to support desistance and community integration. There was a focus on building good relationships with children and their families.

Work to keep the child safe was less effective because assessment was not always undertaken well; case managers did not always analyse risks or draw on available sources of information. Additionally, some risk classifications were unclear, although those that were clear were accurate. Planning was undertaken well, although contingency planning needs to be improved. YOS service delivery promoted the safety of the child and coordinated other services effectively.

Work to keep others safe did not always analyse risks well, and the limitations of the Onset tool meant that risk classifications were sometimes unclear. Overall, planning to keep others safe was done well and was sufficient in all but one case. Victims were generally considered, although contingency planning could be more robust. Service delivery overall supported the safety of others effectively, although 60 per

cent of the cases we inspected were assessed to present a low risk of serious harm, in the inspector's view, and this may have made interventions more straightforward to deliver.

Management oversight was sufficient in a reasonable majority of the cases inspected and we felt that there were sufficient services in place to support the out-of-court disposal.

Policy and provision were generally positive and there had been a clear and deliberate attempt to prevent children from advancing through the youth justice system in Barnet and treat them as potentially vulnerable individuals rather than troublemakers.

The partnership should consider reviewing screening processes to help streamline provision going forward. This would allow early help staff and the YOS to work together more efficiently. Overall, data suggested that the approach in Barnet was having some success, and the challenge for the partnership now is to evaluate this data more effectively, to determine which elements of policy and provision are having the biggest impact on children and their families.

### Strengths

- There were detailed procedures in place and the partnership had a shared understanding of the importance of diverting children away from the youth justice system.
- An Outcome 22 pilot had been developed to tackle racial disproportionality.
- A strong partnership safeguarding offer was in place for children who may be eligible for an out-of-court disposal.
- Evaluation of out-of-court disposal data by the YOS indicated a number of positive outcomes for this cohort of children.
- Children and their parents engaged proactively with assessments.
- When case managers recorded children's risk classifications, their assessment was normally accurate.
- Work to support desistance was strengths based.
- Planning to keep others safe was done well in a large majority of cases.
- Service delivery to support desistance, the safety of the child and the safety of others was undertaken well in a reasonable majority of cases.
- Case managers considered victims' safety when delivering services.

### Areas for improvement

- Initial screening processes for children being considered for an out-of-court disposal could result in duplication of assessment processes if additional risks were identified later.
- The Onset assessment tool was not always used effectively to analyse risk factors, and so classification of risk by case managers was sometimes unclear.
- Analysis and planning did not always take diversity factors into consideration.

- Structural barriers were not always assessed well by case managers.
- Contingency planning needed to improve.

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.

Requires improvement

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

	% 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	<b>53%</b>
Does assessment sufficiently analyse how to keep the child safe?	<b>53%</b>
Does assessment sufficiently analyse how to keep other people safe?	60%

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

There was sufficient analysis of offending behaviour, including the child's acknowledgement of responsibility for, attitudes towards and motivation for their offending, in only eight of the 15 inspected cases. The quality of analysis was limited by use of the Onset assessment tool for some out-of-court disposals, which made it difficult for practitioners to analyse required areas in detail.

Self-identity, substance misuse, learning and ETE, and lifestyle were identified as the top four factors related to desistance by the YOS.

Given the importance of self-identity as a desistance factor, it is of note that staff analysed diversity issues sufficiently in only eight cases. However, the child's wider familial and social context was analysed in 13 cases. Staff used information held by other agencies to inform the assessment in 12 cases and focused on the child's strengths and protective factors in 11 cases. The case manager considered the child's maturity, ability and motivation to change in 11 cases. Structural barriers were analysed sufficiently in only five of the nine cases where such consideration was appropriate.

The views of both the child and their parents or carers combined were considered in every case we inspected. The needs and wishes of the victim, however, were only taken into account in three of the five cases where there was a direct victim.

<sup>30</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annex 2 for a more detailed explanation.

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

Assessments identified and analysed risks to the child’s safety and wellbeing in only seven cases. Again, the Onset assessment tool seems to be a barrier to effective analysis, but there were also some deficits in caseworkers’ practice. One inspector who looked at a youth conditional caution that should have had an Asset Plus assessment noted:

*“No assessment or assessing of the safety and wellbeing of the child seen or evidenced in discussion with case manager. No indication of the level/classification of safety and wellbeing until an assessment was reviewed and completed just before the completion of the youth conditional caution. It was unclear what the two workers considered the risks to be, other than peer influence”.*

The assessment drew on available sources of information, where appropriate, in only nine cases.

The initial classification of safety and wellbeing was unclear in five of the cases inspected. We assessed all five of these ‘unclear’ cases as being of medium risk. We felt that the case manager’s classification of safety and wellbeing was reasonable in all but one of the other 10 cases. This suggests that case managers have the required competence to make valid assessments, but the assessment tool can prevent them from recording these assessments clearly. Indeed, there was a clear written record of the assessment of the child’s safety and wellbeing in only eight cases.

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

The assessment did not clearly identify and analyse risk of harm to others posed by the child in five of the 10 cases where there were risk of harm factors. Overall, it drew sufficiently on available sources of information in 10 cases inspected.

As was the case with classification of risks to the child, the risk of serious harm classification was unclear in some of the assessments we inspected; in this instance, four cases were unclear. Of the cases where the classification was clear, we felt that it was reasonable in all but two of these cases. There was a clear written record of the assessment to keep other people safe in only six of the cases inspected.

## 3.2. Planning



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

Good

Our rating<sup>31</sup> for planning is based on the following key questions:

	% 'Yes'
Does planning focus on supporting the child’s desistance?	73%
Does planning focus sufficiently on keeping the child safe?	<b>67%</b>

<sup>31</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.



Does planning focus sufficiently on keeping other people safe?	93%
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### Does planning focus sufficiently on supporting the child’s desistance?

Planning set out the services most likely to support desistance, paying sufficient attention to timescales and sequencing in 12 of the inspected cases. Diversity factors were considered sufficiently in only nine cases, although planning took sufficient account of the child’s personal circumstances and wider personal circumstances in 12 cases. The child’s strengths and protective factors, and their level of maturity, ability and motivation to change were considered in 12 cases.

Sufficient opportunities for community integration were planned for in 13 cases. The child and their parents or carers were meaningfully involved in planning in 11 cases, and sufficient attention was given to the victim’s needs and wishes in three of the four relevant cases.

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

Planning promoted the safety and wellbeing of the child in 10 of the 13 cases where this was required. Planning involved other agencies in nine of the 12 cases where appropriate. Contingency arrangements were clear in only five of the 13 cases where this was required. One inspector, reflecting on contingency plans to safeguard a child who posed a self-harm risk, noted:

*“There are no plans to check or monitor wellbeing or safety at any point, which, based on the information in the assessment, should have been some focus. The reliance of self-report, without any associated elements of understanding safety planning, or immanency or trigger of concern is an omission”.*

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

Overall, planning to keep others safe was done well and was sufficient in all but once case. Planning promoted the safety of other people in eight of the nine cases where required. It involved planning with other agencies in all but one of the relevant cases where required. Victims were considered in five of the seven cases where there were actual or potential victims. Contingency planning was sufficient in four of the seven cases where it was needed.

## 3.3. Implementation and delivery



High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child.	Good
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Our rating<sup>32</sup> for implementation and delivery is based on the following key questions:

	% 'Yes'
Does service delivery effectively support the child’s desistance?	<b>73%</b>
Does service delivery effectively support the safety of the child?	<b>73%</b>

<sup>32</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Does service delivery effectively support the safety of other people?

73%

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

Eleven children had services delivered that were most likely to support desistance. Case managers considered diversity factors in service delivery, and this was clear in 13 of the inspected cases. In all but one cases we inspected, there was evidence that service delivery reflected the wider social and familial context of the child. Inspectors found sufficient focus on developing and maintaining relationships with the child and their parents or carers in 14 cases. Service delivery promoted opportunities for community integration in 13 cases.

Service delivery was judged to be proportionate to the type of out-of-court disposal and completed within timescales in 11 cases. Likewise, sufficient services were delivered to address identified desistance factors in 11 cases.

Every case inspected gave sufficient attention to encouraging and enabling the child's compliance.

### **Does service delivery focus sufficiently on keeping the child safe?**

Overall, service delivery promoted the child's safety and wellbeing in 11 of the 14 cases where this was appropriate, and coordinated other organisations involved in keeping the child safe sufficiently in 11 of 14 relevant cases.

### **Does service delivery focus sufficiently on keeping other people safe?**

Services delivered to manage and minimise the risk of harm were sufficient in four of the eight cases where required. There was consideration of the actual and potential victims in four of the seven cases where this was appropriate. Service delivery supported the safety of other people in 11 of the 15 cases, although the inspected cases included nine children who presented a low risk to others based on our classification, and this made interventions more straightforward to deliver.

## **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.

Good

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

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

There were specific out-of-court disposal protocols and procedures in place, agreed between the YOS, early help service and the Metropolitan Police. These focused on a shared partnership understanding that children should be diverted from formal youth justice interventions at the earliest opportunity. Provision was made for the YOS to deliver youth conditional caution interventions, and for the early help service to deliver other interventions, although we saw some flexibility with this approach during fieldwork.

It appeared that there was alignment between strategies across the services that supported the prevention agenda, and that governance arrangements through the joint decision-making panel and the scrutiny panel were effective. Arrangements to facilitate provision were laid out in multiple service level agreements, to ensure that children were diverted into appropriate interventions. For example, integrated working arrangements with the borough's vulnerable adolescent workstreams ensured that consideration was given to children at risk of involvement in activity related to serious youth violence. However, there was no reference to out-of-court disposals in the broader early help strategy, despite early help staff delivering much of the work.

Processes and eligibility criteria guidance for interventions ensured that there was a focus on risk, need and responsivity considerations.

The policy referenced an escalation process in place that allowed discussion by senior YOS or police staff outside of standard decision-making arrangements if agreement could not be reached.

An Outcome 22 pilot – Turning Point – had been developed by the police to address racial disproportionality. However, the stated aims and anticipated outcomes of the pilot within the joint out-of-court disposal protocol should have been more explicit.

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

Weekly joint decision-making panel arrangements were in place and the panel was attended by a range of relevant partners, jointly chaired by early help or YOS managers.

Referrals for consideration at the joint decision-making panel were screened initially by YOS police, to determine whether the initial assessment would be allocated for an early help or YOS assessment before the panel met. This arrangement was not effective and could have complicated the process further down the line if additional risks were identified which necessitated the case being transferred from an early help practitioner to a YOS practitioner. The initial screening decision by the police was based partially on the gravity of the offence, and the subsequent likely intervention, rather than on risk, need and responsivity factors. This is an element of provision that the partnership may need to review.

In general, however, arrangements allowed for assessments to be undertaken before the panel in a timely manner. Interventions began swiftly after the final decision was made. Detailed working practice guidance was in place, giving staff a clear steer on the expectations of service delivery, and a wide and varied range of interventions was available for children subject to a disposal. A focus on step-down planning early on in provision ensured that consideration was given to longer-term outcomes for the children.

Joint arrangements between the police and social care services through Operation Harbinger provided additional assurance that the safety and wellbeing needs of children who offended were considered at the earliest opportunity. These arrangements existed in addition to the standard expectations set out in the out-of-court disposal procedures, which required MASH and social care services to be involved in the decision-making process and to offer ongoing early help support if children disengaged. The strong offer of support from social care and early help services was essential, as it provided additional safeguarding surety, particularly

given that we saw evidence of some delays across domain two and three cases due to children being released under investigation.

Case managers considered the victim's involvement in service provision, and the YOS provided an easy-read document for victims that explained the process.

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

Operational provision was discussed regularly at practice improvement meetings involving the YOS, early help services and police colleagues. All children receiving a street-delivered community resolution were discussed at the joint decision-making panel, although the impact of these discussions on policy and provision was not clear.

The overarching out-of-court disposal procedures were timetabled for annual review. This task was made easier for the YOS as it had a significant amount of data available for evaluation, indicating relatively low numbers of out-of-court disposals, low drop-out rates for 'voluntary' interventions and low rates of reoffending. While the YOS had a good understanding of this information, it had undertaken little evaluation at this stage to determine why the 'Barnet approach' was having such a positive impact.

Previous concerns about racial disproportionality were factored into the development of the Turning Point pilot. YOS data indicated no current racial disproportionality in the out-of-court disposal cohort.

YOS managers had visited other services, rated positively by the inspectorate, to learn from best practice.

## 4. Resettlement

### 4.1. Resettlement policy and provision



There is a high-quality, evidence-based resettlement service for children leaving custody.

Good

We inspected the quality of policy and provision in place for resettlement work, using evidence from documents, meetings and interviews. To illustrate that work, we inspected five cases managed by the YOS that had received a custodial sentence. Our key findings were as follows.

#### Strengths

- There was a well-established partnership approach to delivering good-quality resettlement provision.
- The borough's focus on a transitional safeguarding approach complemented the YOS's overall approach to resettlement provision.
- The resettlement and aftercare panel provided a forum for all relevant services to plan for children's release from custody.
- The YOS acknowledged that there was racial disproportionality within the cohort and was addressing this.
- The YOS understood the characteristics of the custody cohort well and used its data to develop provision.

#### Areas for improvement

- The YOS needed to be clearer about how the resettlement and aftercare panel avoided duplicating the activities of other forums.
- The resettlement and aftercare panel did not always ensure that post-custody accommodation arrangements were planned effectively.
- The resettlement and aftercare panel's terms of reference did not mention how it would address disproportionality.
- The YOS had not fully developed ways of measuring the impact of disproportionality.

We gathered evidence for this standard from documents and meetings and inspected five cases to allow us to illustrate the qualitative standards. We do not provide a separate rating for the quality of work in resettlement cases inspected under this standard. In making a judgement about resettlement policy and provision, we take into account the answers to the following three questions:

### **Is there a resettlement policy in place that promotes a high-quality, constructive, and personalised resettlement service for all children?**

There was no standalone resettlement policy but there were a number of joint working agreements in place, with relevant services delivering resettlement provision. It was our assessment that these agreements promoted good resettlement practice across the partnership, and we saw evidence of a collaborative approach to delivering provision. However, a standalone policy would have provided greater clarity about the good practice evidence base, as laid out within the principles of constructive resettlement.

The different strands of resettlement provision in Barnet were drawn together by a comprehensive term of reference for a multi-agency resettlement and aftercare panel, which met regularly to provide coordinated support for children's transition back into the community from the secure estate.

The terms of reference for the resettlement and aftercare panel supported the challenge of structural barriers, effective information exchange and the consolidation of pathways to partner agencies. They also set out expectations for attendance from those partners who could provide strengths-based support for relevant children. The secure estate was involved proactively. Furthermore, there was sufficient attention to victims' needs, which was coordinated by the YOS's restorative justice worker.

The terms of reference did not set out how diversity needs, or disproportionality, would be challenged; this was a notable omission, given the issues with disproportionality in the borough.

The range of service level agreements with the services that attended the resettlement and aftercare panel ensured that all risks to children and others would be considered and planned for when children were discussed.

### **Does resettlement provision promote a high-quality, constructive, and personalised resettlement service for all children?**

The YOS worked with appropriate services to secure accommodation for children who were leaving the secure estate. However, there was insufficient planning for accommodation in two of the five cases inspected, despite the arrangements being facilitated by a well-attended resettlement panel. For example, one inspector noted:

*"Whilst it may not be realistic to think that a placement should have been identified weeks prior to early release dates ... it was unclear as to whether any placement requests have been made and in what areas, or what their plan is".*

Finding placements for children with complex needs leaving or at risk of custody was a challenge, albeit one influenced by a national shortage of suitable accommodation, rather than local deficits. The therapeutic accommodation pathfinder may prove to be a good solution for this once it is fully established.

Information on healthcare and ETE was shared effectively, and this was observed at the resettlement and aftercare panel that we attended. Safeguarding, and risk of harm planning and provision formed part of discussions at resettlement planning. If concerns were noted, staff were given actions to take forward and address.

Victims' needs were considered as part of overall YOS provision but the impact of the decline in victim contact over the last year did not appear to have been considered within a resettlement context. Overall, there was evidence that the multi-agency approach was effective.

A number of other meetings, in addition to the resettlement and aftercare panel, provided opportunities to plan for children leaving custody, and the YOS needed to be clearer about how to avoid duplicating discussions and planning across forums. A standalone policy might provide clarity.

Racial disparity had been identified as a concern within the custody cohort, and work was being undertaken to address this within the racial disproportionality action plan.

Resettlement was a core component of the YOS induction process, although three of the 10 staff who responded to the staff survey who worked with resettlement cases said that they had not received relevant training.

**Are resettlement policy and provision regularly assessed and updated to ensure effectiveness and maintain alignment with the evidence base?**

Provision was reviewed regularly but the terms of reference for the resettlement and aftercare panel may require further review. While the panel provided a valuable opportunity for partners to demonstrate a collaborative approach to planning, it was hard to determine from the panel we observed, and from feedback in focus groups, what could be achieved that 'business as usual' activity and a well-attended core group professionals meeting could not. A more streamlined attendance at panel would certainly assist, as a number of professionals were present for discussions at the panel we observed, for children whom they did not work with.

The footprint of the borough-wide focus on transitional safeguarding arrangements was evident in the partnership approach to resettlement. The evaluation of the efficacy of this approach will feed into reviews of resettlement policy and provision.

The partnership was data rich in regard to the characteristics of children leaving custody and there was evidence that children's ETE and accommodation needs at the point of release were well understood. Data had been used effectively to co-produce plans to develop provision. Children had also been involved in co-producing bids for appropriate provision, such as the Residential Project.

Disproportionality within the custody cohort had been identified but the YOS needed to review the impact of its activity to address this. Data from the REACH team suggested that there had been some success in keeping ethnic minority children at risk of exploitation out of custody.

## Annexe 1: Methodology

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### HM Inspectorate of Probation standards

The standards against which we inspect youth offending services are based on established models and frameworks, which are grounded in evidence, learning and experience. These standards are designed to drive improvements in the quality of work with children who have offended.<sup>33</sup>

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

#### Domain one: organisational delivery

The youth offending service submitted evidence in advance and the Director of Early Help and Children's Social Care Services delivered a presentation covering the following areas:

- How do organisational delivery arrangements in this area make sure that the work of your YOS is as effective as it can be, and that the life chances of children who have offended are improved?
- What are your priorities for further improving these arrangements?

During the main fieldwork phase, we conducted 19 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 15 meetings, which included meetings with managers, partner organisations, staff and children. The evidence collected under this domain was judged against our published ratings characteristics.<sup>34</sup>

#### Domain two: court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Fifty per cent 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 5), and we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm, and risk to safety and wellbeing classifications matched those in the eligible population.

#### Domain three: out-of-court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Fifty per cent of cases selected were those of children

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<sup>33</sup> HM Inspectorate's standards are available here:  
<https://www.justiceinspectors.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>.



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

We examined 15 out-of-court disposals. The sample size was set based on the proportion of out-of-court disposal cases in the YOT.

### **Resettlement**

We completed case assessments over a one-week period, examining five case files and interviewing case managers, in cases where children had received custodial sentences or been released from custodial sentences four to 12 months earlier. This enabled us to gather information to illustrate the impact of resettlement policy and provision on service delivery. Where necessary, interviews with other people significantly involved in the case also took place.

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

## Annexe 2: Inspection data

In this inspection, we conducted a detailed examination of a sample of 11 court disposals and 15 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 young offenders were involved in assessment and planning; and whether enough was done to assess the level of risk of harm posed, and to manage that risk. We reviewed a further five cases to obtain data to illustrate our findings about resettlement policy and provision.

To score an 'Outstanding' rating for the sections on court disposals or out-of-court disposals, 80 per cent or more of the cases we analyse have to be assessed as sufficient. If between 65 per cent and 79 per cent are judged to be sufficient, then the rating is 'Good' and if between 50 per cent and 64 per cent are judged to be sufficient, then a rating of 'Requires improvement' is applied. Finally, if less than 50 per cent are sufficient, then we rate this as 'Inadequate'. Resettlement cases are not separately rated; the data is for illustrative purposes only.

The rating for each standard is aligned to the banding at the key question level where the lowest proportion of cases were judged to be sufficient, as we believe 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 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:<sup>35</sup>**

<b>2.1. Assessment (court disposals)</b>	
<b>Does assessment sufficiently analyse how to support the child's desistance?</b>	
a) Is there sufficient analysis of offending behaviour, including the child's attitudes towards and motivations for their offending?	<b>82%</b>
b) Does assessment sufficiently analyse diversity issues?	<b>91%</b>
c) Does assessment consider personal circumstances, including the wider familial and social context of the child?	<b>91%</b>
d) Does assessment utilise information held by other agencies?	<b>91%</b>
e) Does assessment focus on the child's strengths and protective factors?	<b>100%</b>
f) Does assessment analyse the key structural barriers facing the child?	<b>55%</b>
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?	<b>91%</b>
h) Does assessment give sufficient attention to the needs and wishes of victims, and opportunities for restorative justice?	<b>73%</b>
i) Are the child and their parents or carers meaningfully involved in their assessment, and are their views taken into account?	<b>82%</b>
<b>Does assessment sufficiently analyse how to keep the child safe?</b>	
a) Does assessment clearly identify and analyse any risks to the safety and wellbeing of the child?	<b>82%</b>
b) Does assessment draw sufficiently on available sources of information, including other assessments, and involve other agencies where appropriate?	<b>73%</b>
c) Does assessment analyse controls and interventions to promote the safety and wellbeing of the child?	<b>73%</b>

<sup>35</sup> Some questions do not apply in all cases.

<b>Does assessment sufficiently analyse how to keep other people safe?</b>	
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?	<b>45%</b>
b) Does assessment draw sufficiently on available sources of information, including past behaviour and convictions, and involve other agencies where appropriate?	<b>64%</b>
c) Does assessment analyse controls and interventions to manage and minimise the risk of harm presented by the child?	<b>36%</b>

## 2.2. Planning (court disposals)

<b>Does planning focus sufficiently on supporting the child's desistance?</b>	
a) Does planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and the need for sequencing?	<b>91%</b>
b) Does planning sufficiently address diversity issues?	<b>82%</b>
c) Does planning take sufficient account of the child's personal circumstances, including the wider familial and social context of the child?	<b>91%</b>
d) Does planning take sufficient account of the child's strengths and protective factors, and seek to reinforce or develop these as necessary?	<b>91%</b>
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?	<b>82%</b>
f) Does planning give sufficient attention to the needs and wishes of victims?	<b>55%</b>
g) Are the child and their parents or carers meaningfully involved in planning, and are their views taken into account?	<b>91%</b>
<b>Does planning focus sufficiently on keeping the child safe?</b>	
a) Does planning promote the safety and wellbeing of the child, sufficiently addressing risks?	<b>82%</b>
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?	<b>73%</b>
c) Does planning set out the necessary controls and interventions to promote the safety and wellbeing of the child?	<b>82%</b>

d) Does planning set out necessary and effective contingency arrangements to manage those risks that have been identified?	<b>64%</b>
<b>Does planning focus sufficiently on keeping other people safe?</b>	
a) Does planning promote the safety of other people, sufficiently addressing risk of harm factors?	<b>82%</b>
b) Does planning involve other agencies where appropriate?	<b>64%</b>
c) Does planning address any specific concerns and risks related to actual and potential victims?	<b>55%</b>
d) Does planning set out the necessary controls and interventions to promote the safety of other people?	<b>64%</b>
e) Does planning set out necessary and effective contingency arrangements to manage those risks that have been identified?	<b>64%</b>

### 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?	<b>82%</b>
b) Does service delivery account for the diversity issues of the child?	<b>91%</b>
c) Does service delivery reflect the wider familial and social context of the child, involving parents or carers, or significant others?	<b>91%</b>
d) Does service delivery build upon the child's strengths and enhance protective factors?	<b>90%</b>
e) Is sufficient focus given to developing and maintaining an effective working relationship with the child and their parents or carers?	<b>82%</b>
f) Does service delivery promote opportunities for community integration, including access to services post-supervision?	<b>82%</b>
g) Is sufficient attention given to encouraging and enabling the child's compliance with the work of the YOT?	<b>90%</b>
h) Are enforcement actions taken when appropriate?	<b>9%<sup>36</sup></b>

<sup>36</sup> This question was not relevant in all cases. The YOS did take appropriate action in all instances where required.

<b>Does the implementation and delivery of services effectively support the safety of the child?</b>	
a) Does service delivery promote the safety and wellbeing of the child?	<b>73%</b>
b) Is the involvement of other organisations in keeping the child safe sufficiently well-coordinated?	<b>73%</b>
<b>Does the implementation and delivery of services effectively support the safety of other people?</b>	
a) Are the delivered services sufficient to manage and minimise the risk of harm?	<b>55%</b>
b) Is sufficient attention given to the protection of actual and potential victims?	<b>64%</b>
c) Is the involvement of other agencies in managing the risk of harm sufficiently well-coordinated?	<b>55%</b>

#### **2. 4. Reviewing (court disposals)**

<b>Does reviewing focus sufficiently on supporting the child's desistance?</b>	
a) Does reviewing identify and respond to changes in factors linked to desistance?	<b>64%</b>
b) Does reviewing focus sufficiently on building upon the child's strengths and enhancing protective factors?	<b>73%</b>
c) Does reviewing include analysis of, and respond to, diversity factors?	<b>64%</b>
d) Does reviewing consider the personal circumstances, including the wider familial and social context of the child?	<b>82%</b>
d) Does reviewing consider motivation and engagement levels and any relevant barriers?	<b>64%</b>
e) Are the child and their parents or carers meaningfully involved in reviewing their progress and engagement, and are their views taken into account?	<b>82%</b>
f) Does reviewing lead to the necessary adjustments in the ongoing plan of work to support desistance?	<b>73%</b>
<b>Does reviewing focus sufficiently on keeping the child safe?</b>	
a) Does reviewing identify and respond to changes in factors related to safety and wellbeing?	<b>73%</b>

b) Is reviewing informed by the necessary input from other agencies involved in promoting the safety and wellbeing of the child?	<b>73%</b>
c) Does reviewing lead to the necessary adjustments in the ongoing plan of work to promote the safety and wellbeing of the child?	<b>55%</b>
<b>Does reviewing focus sufficiently on keeping other people safe?</b>	
a) Does reviewing identify and respond to changes in factors related to risk of harm?	<b>64%</b>
b) Is reviewing informed by the necessary input from other agencies involved in managing the risk of harm?	<b>45%</b>
c) Does reviewing lead to the necessary adjustments in the ongoing plan of work to manage and minimise the risk of harm?	<b>36%</b>

### 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?	<b>53%</b>
b) Does assessment sufficiently analyse diversity issues?	<b>53%</b>
c) Does assessment consider personal circumstances, including the wider familial and social context of the child?	<b>87%</b>
d) Does assessment utilise information held by other agencies?	<b>80%</b>
e) Does assessment focus on the child's strengths and protective factors?	<b>73%</b>
f) Does assessment analyse the key structural barriers facing the child?	<b>33%</b>
g) Is sufficient attention given to understanding the child's levels of maturity, ability and motivation to change?	<b>73%</b>
h) Does assessment give sufficient attention to the needs and wishes of victims, and opportunities for restorative justice?	<b>20%</b>
i) Are the child and their parents or carers meaningfully involved in their assessment, and are their views taken into account?	<b>100%</b>

<b>Does assessment sufficiently analyse how to keep the child safe?</b>	
a) Does assessment clearly identify and analyse any risks to the safety and wellbeing of the child?	<b>47%</b>
b) Does assessment draw sufficiently on available sources of information, including other assessments, and involve other agencies where appropriate?	<b>60%</b>
<b>Does assessment sufficiently analyse how to keep other people safe?</b>	
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?	<b>33%</b>
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?	<b>67%</b>

### **3.2. Planning (out-of-court disposals)**

<b>Does planning focus on supporting the child's desistance?</b>	
a) Does planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and the need for sequencing?	<b>80%</b>
b) Does planning sufficiently address diversity issues?	<b>60%</b>
c) Does planning take sufficient account of the child's personal circumstances, including the wider familial and social context of the child?	<b>86%</b>
d) Does planning take sufficient account of the child's strengths and protective factors, and seek to reinforce or develop these as necessary?	<b>80%</b>
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?	<b>86%</b>
f) Does planning take sufficient account of opportunities for community integration, including access to mainstream services following completion of out-of-court disposal work?	<b>87%</b>
g) Does planning give sufficient attention to the needs and wishes of the victims?	<b>20%</b>
h) Are the child and their parents or carers meaningfully involved in planning, and are their views taken into account?	<b>73%</b>



<b>Does planning focus sufficiently on keeping the child safe?</b>	
a) Does planning promote the safety and wellbeing of the child, sufficiently addressing risks?	<b>67%</b>
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?	<b>60%</b>
c) Does planning include necessary contingency arrangements for those risks that have been identified?	<b>33%</b>
<b>Does planning focus sufficiently on keeping other people safe?</b>	
a) Does planning promote the safety of other people, sufficiently addressing risk of harm factors?	<b>53%</b>
b) Does planning involve other agencies where appropriate?	<b>53%</b>
c) Does planning address any specific concerns and risks related to actual and potential victims?	<b>33%</b>
d) Does planning include necessary contingency arrangements for those risks that have been identified?	<b>27%</b>

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

<b>Does service delivery effectively support the child's desistance?</b>	
a) Are the delivered services those most likely to support desistance, with sufficient attention given to sequencing and the available timescales?	<b>73%</b>
b) Does service delivery account for the diversity issues of the child?	<b>87%</b>
c) Does service delivery reflect the wider familial and social context of the child, involving parents or carers, or significant others?	<b>93%</b>
d) Is sufficient focus given to developing and maintaining an effective working relationship with the child and their parents or carers?	<b>93%</b>
e) Is sufficient attention given to encouraging and enabling the child's compliance with the work of the YOT?	<b>100%</b>
f) Does service delivery promote opportunities for community integration, including access to mainstream services?	<b>87%</b>

<b>Does service delivery effectively support the safety of the child?</b>	
a) Does service delivery promote the safety and wellbeing of the child?	<b>73%</b>
b) Is the involvement of other agencies in keeping the child safe sufficiently well utilised and coordinated?	<b>73%</b>
<b>Does service delivery effectively support the safety of other people?</b>	
a) Are the delivered services sufficient to manage and minimise the risk of harm?	<b>27%</b>
b) Is sufficient attention given to the protection of actual and potential victims?	<b>29%</b>