



# FULL JOINT INSPECTION

## Inspection criteria for Governance module



## Introduction

These criteria go beyond those leadership, management and partnership elements of the Criteria for the Full Joint Inspection (FJI). The positive leadership, effective management and partnership work criteria in that document are focused on supporting and challenging practice. These criteria provide a benchmark for the broader governance and strategic leadership found across the Management Board and beyond. As a group of inspectorates working across different disciplines, we seek evidence about how well strategic partners work together effectively and drive quality, not only across YOT provision but also across other services that provide for those young people who offend or who are likely to offend.

Please note that we prefix the governance module criteria with the letter G to differentiate from the FJI Criteria.

### G1.1 Leadership

The YOT<sup>1</sup> partnership and Management Board<sup>2</sup>, provides sufficient governance to meet national and local criminal justice objectives, and delivers effective outcomes for children and young people who offend or who are likely to offend and the local community. Equality of opportunity and wider diversity issues are prioritised throughout.

G1.1 National and local criminal justice objectives are met

#### Quality Indicators

- *Local strategic structures facilitate the achievement of local and national objectives.*
- *The Board chair demonstrates leadership by developing synergy between members and encouraging challenge. Members are supported and held to account in their work, as is the YOT Manager<sup>3</sup>.*
- *Members attend and contribute effectively to the work of the Board.*
- *Board members and relevant others receive and understand quantitative and qualitative data about the YOT's performance, which is both timely and demonstrates improvements over time.*
- *Board members hold the YOT Manager to account and where necessary commission work on performance in order to identify and achieve improvements.*
- *The Board makes clear and accountable decisions based on robust information.*
- *A youth justice plan is in place which aids the delivery of local and national criminal justice objectives by anticipating future needs and setting priorities.*
- *Youth justice plans are integrated with other relevant plans for children and young people to maximise the likelihood of local and national objectives being met.*
- *Sufficient and appropriate resources are utilised effectively to meet assessed needs.*
- *The YOT Management Board promotes equality of opportunity and pays attention to diversity factors throughout its work, addressing discriminatory factors where they exist.*
- *The leadership provided by the YOT partnership and others, through the Management Board and other governance arrangements, is effective in ensuring that local and national criminal justice objectives are met; in particular that children and young people are less likely to offend, victims are protected and children and young people who have offended are kept safe.*

<sup>1</sup> We use the term YOT as this is in the legislation but this refers to all partnerships delivering services to children and young people who have offended or who are likely to offend

<sup>2</sup> This is likely to be broader than stated as it also relates to any strategic body which has responsibility for work with children & young people who have offended and/or those who are likely to offend. In legislation, the overall responsible person is the local authority chief executive.

<sup>3</sup> We refer here to YOT Manager as a generic term covering the line manager(s) responsible for the work undertaken with children & young people who offend or who are likely to offend

## G1.2 Partnerships

The YOT has developed partnerships, which work together to ensure effective outcomes for children and young people who offend or who are likely to offend and the local community.

### G1.2 Effective partnerships make a difference

G1.2.1 Partnership working is effective in reducing offending by children and young people, protecting their victims and keeping those who have offended safe.

#### **Quality indicators:**

- *Commissioned work delivered by partners, is based on assessed needs, reflects national & local priorities for children and young people who offend or who are likely to offend and take account of appropriate diversity needs.*
- *Plans agreed jointly by the YOT and key partners, are implemented and reviewed regularly. Partner plans provide for the needs of children and young people who have offended.*
- *The YOT Management Board works with partner agencies to tackle under-performance, and ensure improvements in service delivery are evidenced.*
- *The YOT works effectively and efficiently with partners to co-ordinate and share resources, including for example, human resources, structural arrangements, information sharing, and delivery of services.*
- *YOT partners contribute to local multi-agency strategies and work with local, national and other criminal justice organisations to ensure successful outcomes are achieved.*
- *The YOT is appropriately staffed, and services appropriately delivered, by partner agencies, as a minimum according to legislation and Ministry of Justice/Youth Justice Board guidance.*
- *Interventions and services, including health and education, are provided across the authority to meet the needs of children and young people who have offended or are likely to offend.*
- *The YOT works with courts to assist in the efficient and effective administration of justice for children and young people who have offended.*
- *The YOT contributes effectively to the local Multi-Agency Public Protection Arrangements (MAPPA) and Local Safeguarding Children Board (LSCB) arrangements.*

## G1.3 Workforce Management

The YOT has in place workforce management that enables staff to deliver quality engagement and effective outcomes for children and young people who offend or who are likely to offend, and the local community.

### G1.3 Effective workforce leadership and management supports quality service delivery

G1.3.1 Positive outcomes for children and young people who have offended, their victims and the local community are made more likely through high quality staff and effective workforce planning.

#### **Quality indicators:**

- *All staff have clear knowledge and understanding of the YOT's vision for delivering positive outcomes for the children and young people they work with, and their role in achieving that vision.*

- *Staff are appropriately supervised and appraised within a performance management framework, in accordance with their role and identified development needs.*
- *The YOT and partners provide development opportunities to enable all staff to meet service delivery outcomes.*
- *Staff receive good quality effective core training in line with local and national priorities. Training needs are reviewed regularly and training delivered to fulfil need.*
- *All YOT staff understand tasks and boundaries in relation to children and young people and are competent and appropriately qualified to carry out their work.*
- *Managers have the necessary skills and time to assess and improve the quality of practice and hold staff to account.*
- *There is a learning culture within the YOT that supports and values continual training and development and applies lessons, from both successful and adverse outcomes, to future work.*
- *YOT staff respond positively to the introduction and implementation of change.*
- *A comprehensive and effective strategy is in place to maintain continuity of service during periods of planned and unplanned staff absences.*
- *The YOT has in place formal procedures for addressing staff competence and grievance issues as well as a formal service user complaints procedure.*
- *The YOT recognises, celebrates and rewards outstanding work and shares best practice.*

## G1.4 Review and evaluation

The YOT is continually reviewing and evaluating the delivery of its service to improve and sustain effective outcomes for children and young people who offend or who are likely to offend, and the local community.

### G1.4 Positive outcomes are achieved and sustained

G1.4.1 Positive outcomes for children and young people who have offended, their victims and the local community are made more likely through regular review and improvement of the effectiveness of the services provided by the YOT and others.

#### **Quality indicators:**

- *Plans, interventions and outcomes are regularly monitored and reviewed to assess improvement.*
- *The YOT management team and partners receive and seek performance information including reference to performance of disadvantaged and over-represented groups to improve practice.*
- *The YOT has engaged with higher education, pilot programmes and other bodies to help independently evaluate the effectiveness of work undertaken. It is open to its work being scrutinized.*