An inspection of youth offending services in

Lambeth

HM Inspectorate of Probation

April 2019

This inspection was led by HM Inspector Pauline Burke, supported by a team of inspectors, as well as staff from our operations and research teams. The Head of Youth Offending Team Inspections, responsible for this inspection programme, is Alan MacDonald. We would like to thank all those who helped plan and took part in the inspection; without their help and cooperation, the inspection would not have been possible.

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Foreword

This is the fourth joint inspection of youth offending services in our 2018-19 cycle. In these inspections, we involve specialist inspectors from the police, health, social care and learning and skills sectors, who together examine the work of the youth offending partnership. Inspectors from HMI Probation also assess the quality of both court and out-of-court disposals. We have given Lambeth Youth Offending Service (YOS) an overall rating of 'Requires improvement'.

Previous inspections by HMI Probation at Lambeth YOS raised serious concerns about the quality of practice. This inspection found that the service is still on its improvement journey. There are strong governance and leadership arrangements, and a knowledgeable, independent Chair of the Board who has enabled the partnership to better understand how it contributes to the work of the YOS.

The service has a very well-resourced health and wellbeing team, who have a clear understanding of the positive impact of good health provision. It has worked with education and learning services within local authority children's services to strengthen the capacity of schools to manage challenging behaviour to avoid exclusions. Health screening and assessments, however, are not completed for all children and young people on court orders; and children with education, health and care plans are not having their additional needs met, especially if they are transitioning from custody to the community.

Although there are good strategic working relationships across agencies, this has not yet translated into operational practice for frontline staff. Information is not shared consistently to enable staff to review risk and the needs of children. The risk of harm that some children can pose to others is minimised, while the wider vulnerabilities that they experience in terms of their own safety and wellbeing are not always identified.

In response to the recommendations in our thematic report on out-of-court disposals, the partnership completed a full review of its processes and there is now a multi-agency joint decision-making panel in place. In both court and out-of-court work, we rated assessments of desistance as outstanding. However, the quality of interventions delivered to children and young people needed to improve.

Our inspection found that opportunities for restorative justice are not always considered, and the views of children and young people, their parents or carers and other stakeholders are not captured and used to influence future service delivery.

The recommendations in this report have been designed to assist Lambeth YOS to build on its strengths and focus on areas for improvement.

Dame Glenys Stacey
Chief Inspector of Probation

Overall findings

Overall, Lambeth YOS is rated as: **Requires improvement**. This rating has been determined by inspecting the YOS across three domains of its work. The findings in those domains are described below.

Organisational delivery

Our key findings about organisational delivery are as follows:

- Strong governance and leadership arrangements, and a knowledgeable, independent Chair of the Board, have enabled the partnership to better understand how it contributes to the work of the YOS.
- Following a full review of the process for out-of-court disposals, there is now a multi-agency joint decision-making panel.
- There is a well-resourced health and wellbeing team, which has a clear understanding of the impact of good health services on positive outcomes for children and young people.
- There is joint work with Education, Learning and Skills to strengthen schools' capacity to avoid exclusions and manage challenging behaviour.
- Information is not shared consistently to enable staff to review the risk of harm or needs of children.
- The risk of harm that some children can pose to others is minimised, while the wider risks that they experience in terms of their own safety and wellbeing are not always identified.
- Opportunities to intervene early in out-of-court disposal cases are missed.
- Health screening and assessments are not completed for all children and young people on court orders; and children with education, health and care plans are not all having their additional needs met, especially if they are in transition from custody to the community.
- The needs of potential and actual victims and opportunities for restorative justice are not considered in every relevant case.
- The views of children and young people, their parents or carers and other stakeholders are not collated and analysed to inform future service delivery.

Court disposals

Our key findings about court disposals are as follows:

- The quality of assessing and planning to support a child or young person's desistance is outstanding.
- Overall, assessments are good and staff consider the diversity and wider social context of the child or young person.
- Case managers identify and analyse the risks to a child or young person's safety and wellbeing.
- An effective working relationship is maintained with children and their parents or carers.
- Case managers do not consider all potential risk factors when determining a child or young person's risk of harm to others, or their safety and wellbeing.
- There is little evidence in case records of the interventions case managers use or their analysis of the child or young person's response.
- When reviewing a child's safety and wellbeing and their risk of harm to others, staff do not coordinate the involvement of other organisations, and do not update assessments or change priorities in planning to reflect new circumstances.
- Work with children focuses on the child's perspective. Case managers lack professional curiosity and do not triangulate information, which means they do not recognise and respond to ongoing changes in factors relating to risk of harm to others.

Out-of-court disposals

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

- The process for out-of-court disposals has changed and now includes a multi-agency joint decision-making panel.
- Assessments of desistance are outstanding and overall assessments in the areas of safety and wellbeing and risk of harm are good.
- Assessments focus on the child or young person's strengths and protective factors, and staff involve the child or young person and their parents or carers in assessments and take their views into account.
- Planning of interventions to support desistance factors is outstanding, with staff taking account of available timescales and sequencing of work.
- The out-of-court process was delayed in the cases inspected, which means that interventions were not being delivered within the required timescales.
- The risks to the child or young person regarding their safety and wellbeing and the risk they pose to others are not consistently considered.

- Work to involve other organisations in keeping children and young people safe is not coordinated, and interventions do not promote children and young people's safety and wellbeing.
- Staff do not adequately consider the protection of actual and potential victims, and there is little evidence of any restorative justice work being completed with young people who are subject to an out-of-court disposal.

Service:	Lambeth Youth Offending Service
Fieldwork started:	January 2019

Overall rating

Requires improvement

1. Organisational delivery

1.1 Governance and leadership	Good
1.2 Staff	Good
1.3 Partnerships and services	Requires improvement
1.4 Information and facilities	Requires improvement

2. Court disposals

2.1 Assessment	Good
2.2 Planning	Requires improvement
2.3 Implementation and delivery	Requires improvement
2.4 Reviewing	Requires improvement

3. Out-of-court disposals

3.1 Assessment	Good
3.2 Planning	Requires improvement
3.3 Implementation and delivery	Inadequate
3.4 Joint working	Inadequate

Recommendations

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

The Youth Justice Partnership Board should:

1. make sure that protocols across the partnership are consistently applied and understood at operational level so that risk management, assessment, decision-making and service provision are based on information from all agencies
2. monitor all young people with education, health and care plans to ensure that they have their identified additional needs met, especially for those children and young people who are in transition from custody to the community
3. further enhance universal health and wellbeing screening to all children and young people on court orders.

The YOS Head of Service should:

4. accurately assess the risk to a child or young person's safety and wellbeing and risk of harm to others, and make sure that all risks are reviewed and managed effectively

5. develop victim and restorative justice processes to meet the needs of potential and actual victims, and ensure that opportunities for restorative justice are fully considered in every relevant case

6. capture the views of children and young people, their parents or carers and other stakeholders so that they can influence future service delivery.

Introduction

Youth Offending Teams (YOTs) supervise 10–18-year-olds who have been sentenced by a court, or who have come to the attention of the police because of their offending behaviour but have not been charged, and instead are dealt with out of court. HMI Probation inspects both these aspects of youth offending services.

YOTs are statutory partnerships, and they are multi-disciplinary, to deal with the needs of the whole child. They are required to have staff from local authority social care and education services, the police, the National Probation Service and local health services.[1] 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.

Lambeth is an inner-London borough, which stretches from the South Bank of the River Thames to the residential suburbs of Streatham and West Norwood. It has one of the largest geographical areas of any inner-London borough and is known for its iconic town centres, including Brixton and Clapham, and for the diversity of the communities living in the borough.

Nearly 318,000 people live in Lambeth and it is the fifth most densely populated borough nationally.[2] Lambeth is ethnically diverse, even more so among school-age children than adults. It has a fast-changing population, and this means that there is significant pupil mobility within Lambeth schools.

There is rising employment in Lambeth and school-age children are achieving improved exam results. However, it remains one of the most deprived areas of the country, and is the eighth most deprived borough in London and the twenty-second most deprived in England.[3]

The role of HM Inspectorate of Probation

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We provide assurance on the effectiveness of work with adults and children who have offended to implement orders of the court, reduce reoffending, protect the public and safeguard the vulnerable. We inspect these services and publish inspection reports. We highlight good and poor practice, and use our data and information to encourage good-quality services. We are independent of government, and speak independently.

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

[2] Lambeth Council. (2016). *State of the Borough*.

[3] Ministry of Housing, Communities and Local Government. (2010 and 2015). *Indices of multiple deprivation.*

HM Inspectorate of Probation standards

The standards against which we inspect 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 people who have offended.[4]

[4] HM Inspectorate's standards are available here: https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/

Contextual facts

First time entrant rate per 100,000

525 Lambeth YOS [5]

248 Average for England and Wales

Reoffending rates

51.3% Lambeth YOS [6]

40.9% Average for England and Wales

Caseload information [7]

Age	**10-14**	**15-17**
Lambeth	16%	84%
National average	24%	76%

Race/ethnicity	**White**	**Black and minority ethnic**	**Not known**
Lambeth	12%	85%	3%
National average	73%	24%	3%

Gender	**Male**	**Female**
Lambeth	89%	11%
National average	83%	17%

Total recorded crime [8] (rate per 1,000 households)

92.9 Metropolitan Police

84.7 England and Wales

[5] Youth Justice Board. (2018). *First-time entrants, April 2017 – March 2018.*

[6] Ministry of Justice. (2018). *Proven reoffending statistics, January 2016 – December 2016.*

[7] Youth Justice Board. (2018). *Youth justice annual statistics: 2016-2017.*

[8] Office for National Statistics. (2018). *Crime in England and Wales (table P3).*

1. Organisational delivery

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	Good
The governance and leadership of the YOT supports and promotes the delivery of a high-quality, personalised and responsive service for all children and young people.	

In Lambeth, the YOT is known as the Youth Offending Service (YOS). HMI Probation inspected Lambeth YOS in 2011 and 2015 and raised serious concerns about the quality of practice. In 2016, the YOS moved into the local authority children's services division and it was recognised then that the service had made limited progress in improving the quality of its work, due to entrenched challenges related to governance and staffing.

Since 2017, the YOS has been restructured, and leadership and partnership arrangements strengthened. This involved a comprehensive overhaul of local arrangements, requiring significant investment, including extra staff and expertise to support the partnership and service managers. At the time of the inspection, it was evident that there is a clear and appropriate vision for the future of the YOS, with commitment from the local authority chief executive, chief executives from partner agencies and local councillors.

Strong governance and leadership arrangements are now in place. Leaders have carried out a detailed analysis and review of the YOS's role and the way it operates. As a result, they have developed a long-term strategy for continued improvement. The Youth Justice Partnership Board is monitoring how the strategy is being implemented and its impact. The YOS has taken some important steps to change its culture, structure and staffing.

In 2016, the Board appointed an independent Chair. His extensive knowledge of youth justice has enabled partners to understand their role on the Board and how their own agencies can support the work of the YOS. The Chair provides briefings for all staff, spends time in the office with practitioners and conducts meetings outside of the designated Board time to ensure that the YOS remains a priority for all members. The Board includes all statutory partners and some non-statutory partners, including a local authority cabinet member and a panel volunteer who offers an operational perspective to the Board. Responses to the staff survey, discussions with staff and evidence of managers attending Board meetings showed that most staff were aware of the Board's activities.

There is strong representation from health services on the Youth Justice Partnership Board, with membership including the Director of Children's Services, the Director of Public Health, the Director of Integrated Children's Commissioning and Community Safety and the Child and Adolescent Mental Health Service (CAMHS) manager. They are well positioned in the local authority and can influence and make strategic decisions.

Children and families in Lambeth have previously been disadvantaged by poor quality services provided by agencies. This inspection, however, found a high level of

commitment to prioritising improvement and maintaining the necessary resources. The partnership has a very good understanding of how individual agencies contribute to reducing offending, the number of first-time entrants and the level of serious youth violence in the area.

Issues that have an impact on youth offending are prominent on the agendas of other key strategic groups, including the Safer Lambeth Executive, Lambeth Schools Partnership, and the Lambeth Safeguarding Children Board. Partnership arrangements have been strengthened since the last inspection and there are some examples of improved support, especially in health and education provision.

The YOS has been integrated into the Children's Services Directorate, which includes Children's Social Care and Education and Learning Services. This has enabled staff to take a more holistic approach to young people's needs and to improve information-sharing. The council's elected members, officers and partners have overseen an ambitious programme of educational improvement and inclusion. Their drive and ambition support the work of the YOS well.

The YOS is recognised as making a distinct contribution to the council's priorities. Protocols with Education and Learning Services have helped to consolidate change. Local authority managers have facilitated a good network of working groups, such as the vulnerable pupils monitoring group. These panels include representatives from key partners and focus well on tackling young people's obstacles to learning.

The positive strategic changes need to be sustained and embedded in order to improve operational practice. There was some evidence of improvements; for example, the quality of assessing desistance in both post-court and out-of-court cases was outstanding. However, this progress was not always evident in the cases inspected as the changes were implemented after they had finished.

Improvements in service delivery have largely been process-driven and not practice-led. For example, arrangements for making a referral order had not followed national guidelines for some time. A manager now has direct oversight of this area of work, and changes have been made, including increasing the number of panel members, to ensure guidelines are now being followed.

Work with children and young people who display harmful sexual behaviour needs to be reviewed so that these behaviours are appropriately identified by staff. There is a clinical psychologist, whose role is to assess and provide AIM2 interventions. However, although YOS staff have consulted on some cases, no referrals have been made. It was also not clear whether good practice guidelines for cases to be co-worked would be followed consistently. We were not able to test whether guidelines on co-working were being followed as there were no such cases in our sample.

The process for out-of-court disposals was reviewed last year to take into account our thematic report.[9] However, many of the cases inspected were part of the previous arrangements when there was no multi-agency joint decision-making panel and lengthy delays in the process. Therefore, our inspection judgements for domain three do not reflect current processes.

The YOS now has a multi-agency panel, which includes the police, the YOS manager, the case manager, CAMHS, an education worker, the victim and restorative justice worker and a representative from children's social care. The case is presented by the

[9] HM Inspectorate of Probation and HM Inspectorate of Constabulary and Fire & Rescue Services. (2018). *Out-of-court disposal work in youth offending teams.*

police and supported by an assessment completed by the YOS case manager. The full range of outcomes are available to the panel, from 'no further action' to 'charge'.

Youth caution and youth conditional cautions are administered by the police officers assigned to the YOS. The panel was used not only to discuss the appropriate disposal of new cases, but also to review the progress of cases that had been decided previously. However, cases being considered for an out-of-court disposal are reviewed initially by a police evidence review officer, and this can lead to delays. Therefore, YOS police officers should receive training in this role, which would improve their skills and speed up decisions on out-of-court disposals.

The YOS management team is aware of the vision and aims of the Youth Justice Partnership Board and is in the process of implementing the redesign of the service. Managers appreciated the clear and open leadership from senior managers, and despite changes in personnel, the service improvement plan has been followed consistently. The team understands, however, that there is still a way to go and that the vision has not yet been fully translated into effective operational work.

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

A critical element of the YOS's improvement strategy has been to create a stable, experienced, skilled and qualified workforce. This process has been lengthy but is now near to completion. Until recently, the probation officer post had been vacant for some time, although managers had made sure that this gap in provision did not affect the transition of cases to probation and that MAPPA arrangements followed national guidelines.

Staffing levels have varied over the last year, but all staff were clear that this was intentional in order to ensure the right calibre of staff within the service. Unfortunately, because of the restructure of the YOS, there has been a high turnover of staff. This has affected children and young people, as they have experienced several case managers during their involvement with the YOS.

Managers use a case allocation tool, and responses to the staff survey and discussions with individuals indicated that people find their workload manageable. Staff said that managers have supported them during the changes, and their motivation is high. However, the cases inspected showed that, as a result of the major staff changes and service redesign, service delivery was inconsistent.

There is a diverse workforce, which reflects the community within which the children and young people reside. Staff in the YOS advocate well for children and young people, and are becoming increasingly confident in working with partners. Although the number of young people not in suitable education, employment or training (NEET) is high, they are well supported by staff, who engage them in constructive learning and skills activities. There is a variety of intervention programmes, including work with the National Gallery. However, too few programmes focus on specific offending behaviour, and there is little evidence that staff match them to the child or young person's needs or measure their impact.
Staff receive regular supervision. However, this has not always been consistent due to changes in the management team. The clinical group supervisor's role has been

an essential part of the changes and she has ensured there is effective communication from frontline practitioners to strategic leaders, and has supported staff individually. Seconded staff are supervised by their home agency. There is an induction process for new staff joining the service and procedures for addressing staff performance. Staff reported receiving praise and acknowledgement for positive work, and good news is included in the service bulletins.

The YOS has a very well-resourced health and wellbeing team, which includes CAMHS provision. It consists of a counselling psychologist, a registered mental health nurse, a psychiatrist, a team manager and several clinical supervisors. Speech, language and communication services are provided, and two speech and language therapists are co-located in the service. Uniquely, a GP works on an ad-hoc basis to provide consultation, home visits and reviews, and a health coordinator works full time for the YOS.

Substance misuse services are provided in-house by a specific YOS worker, and externally through the drug, alcohol and sexual health service, which also provides sexual health interventions. There is a good relationship between health professionals, middle managers and commissioners, with a focus on positive outcomes for children.

All health partners are co-located within the YOS, and there was evidence that this was positively used by case managers. The health professionals provided flexible and responsive services, and clearly understood their specific roles. There is a liaison and diversion scheme, and the worker had been given a remit to tailor the provision to young people only. Unfortunately, this post is currently vacant, although the NHS foundation trust has agreed to fill it temporarily so that there are no gaps in provision.

Staff have received a lot of training recently as part of the redesign of the service. This included training in forensic case formulation, safeguarding and unconscious bias. This training has been aimed primarily at case managers, which can leave staff in other roles feeling less well equipped.

Staff are concerned that centralising the YOS business support team could lead to a loss of specialist skills and knowledge.

There are too few service volunteers to cope with the number of referral order panels, and volunteers have felt unsupported in their role. There is no meeting beforehand to discuss cases, and it has not been possible to track the child or young person's progress through their order. Volunteers say that panel reports are too prescriptive and not individualised to the child or young person, and that they do not properly consider the victim's perspective. However, there is now a manager who has oversight of this area of work, and an improvement plan is in place.

1.3 Partnerships and services	Requires improvement
A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children and young people.	

YOS management performance reports are provided for the Youth Justice Partnership Board and for other partners' boards. These include a mixture of local and national indicators. The reports contain profiling analysis of the young people, which helps the partners to identify where they need to focus attention in order to improve outcomes. While the partnership makes some good use of the data, it has not yet used it to inform work to reduce disproportionality, serious youth violence or the number of looked after children in the criminal justice system.

There are examples of good joined-up work to tackle serious youth violence. However, there are no pathways across the partnership to systematically protect children, despite this being a longstanding issue. Similarly, although there are community-driven initiatives, disproportionality of young black males in the youth justice system is a challenge and the partnership has no clear plan to address this issue. Therefore, methods to evaluate the impact of provision on children and young people remain underdeveloped.

Evidence from the cases inspected showed that the YOS minimises the risk of harm that some children can pose to others and does not consider the wider risks that could potentially occur. Similarly, it does not consistently identify the wider risks that children and young people experience in terms of their own safety and wellbeing.

YOS staff are aware of their statutory safeguarding responsibilities. Where they have a concern for the welfare or protection of young people, they make appropriate referrals to children's social care. However, the YOS needs to do further work to ensure that applying thresholds results in young people receiving services appropriate to their level of need and risk.

In terms of children's social care (CSC), strategic leaders across the partnership have shared priorities and a good understanding of strengths and challenges across the YOS and CSC. Relationships at a strategic level are established and practitioners report that communication has improved significantly now that YOS and CSC staff work in the same place. However, this was not consistently demonstrated at operational level, and there remains evidence of tension in working relationships, particularly when staff jointly determine the appropriate response to managing need and risk in some cases.

Cases inspected showed that, while no young person was identified as being at immediate risk of significant harm, the quality of practice varied, and in several cases it was poor. The divergent views held by practitioners resulted in risk and need not always being dealt with effectively and a delay in progressing plans.

The YOS and CSC missed opportunities to intervene early and did not consistently recognise alerts to contextual safeguarding or child protection concerns. In some instances, this potentially left young people in harmful situations where their needs, including their need for protection, were not assessed. The protocols supporting collaborative working are at an early stage of implementation and will provide a strong foundation for developing working relationships. There is a commitment to providing joint training in the future.

Police resources assigned to the YOS include a sergeant and two police constables. They attend multi-agency high-risk panel meetings, have a good understanding of safeguarding and receive regular protected learning days. Although there is no flag on the police system to identify young people managed by the YOS who come into contact with the police, the YOS police officers conduct a daily check of young people arrested or voluntarily interviewed, along with details of all missing people.

This information is collated into a briefing document, which is shared with the multi-agency safeguarding hub and YOS managers every morning. There is evidence of two-way intelligence-sharing between the police and the YOS. Relevant police intelligence on the child or young person is updated regularly. However, not all safeguarding plans produced by case managers were shared with the YOS police officers.

Through a partnership arrangement, Education, Learning and Skills managers make specialist staff, including educational psychologists, NEET officers and speech and language practitioners, available to the YOS. The YOS is beginning to work with schools to strengthen their capacity to manage challenging behaviour, and there is improved joint work in place with educational providers such as the pupil referral unit and college. Taken together, these developing partnerships are providing more options for YOS officers to draw on to support young people's learning and development.

In the cases inspected, there were weaknesses in Education, Training and Employment (ETE) transitional arrangements from custody to resettlement. In such cases, the continuity of children and young people's education was affected; joint planning across agencies was too late; and actions set out in education, health and care plans (EHCP) were not completed in a timely manner. YOS managers and staff are not sufficiently aware of how the EHCP process should operate and where accountabilities lie. As a result, not all young people with identified additional needs have these met.

In terms of the health provision to the YOS, there is a clear link between operational and strategic management, senior managers, middle managers, external health managers and health commissioners. They demonstrated very good joint working, and at the time of the inspection, there were no waiting lists for any of the services.

The YOS health coordinator screens and assesses children and young people, making sure that early indicators of physical and mental health issues are highlighted and inform interventions. This assessment incorporates all YOS health partner provision and has a built-in review period to follow up all referrals and interventions. However, not all children on court orders are being screened, which would enable better signposting, care planning and risk management.

The service to victims is inconsistent and it is not clear how victims' wishes are being met. Evidence showed that the needs of victims are only considered in just over half of the relevant cases and so opportunities for restorative justice are not fully recognised. The victim worker role is still developing and work has focused on updating the victim database and reviewing the procedures for restorative justice.

1.4 Information and facilities	Requires improvement
Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all children and young people.	

The YOS has a range of policies and guidance in place, including a Practice Framework and End to End Case Management Guidance, so that staff are clear about the standards expected of them. There is an escalation procedure in place for partners when there are professional disagreements between agencies. However, this is not regularly used in practice and therefore opportunities to gather themes and learning are lost.

Information-sharing protocols are in place, but they are applied inconsistently. Some staff do not understand how to apply them. This means that staff make decisions and provide services without having the full details of children and young people's circumstances. The move to greater integration across the partnership has helped to improve the information-sharing. However, this is not then used consistently by agencies to review the risk or needs of the child or their family.

YOS staff have access to the children's social care MOSAIC system and most partners have access to the YOS case management system. However, there is no clear information-sharing protocol in place with the voluntary sector.

The service has an office base at the Lambeth Civic Centre but children are seen in separate YOS premises. The YOS will soon move to another building, which is more suitable for delivering interventions.

There has been little consultation with children and young people to shape the service redesign. This is critical to ensure that children feel safe in the areas that they are expected to attend. Overall, across all YOS practice, the views and perspectives of children and young people are not routinely sought and there is no systematic approach to analysing feedback in order to influence future service delivery.

In recent years, the focus of the service and its partnership has been to prioritise learning from previous inspections and improve service delivery. There are quality assurance arrangements in place, which have begun to improve operational practice. For example, good-quality pre-sentence reports are provided to the courts. There is evidence of regular case audits being undertaken by the YOS. However, joint auditing across the partnership is underdeveloped and the YOS has not made full use of the findings of audits.

Summary

Strengths:

- Strong governance and leadership arrangements are in place, which have led to the development of a long-term strategy for continued improvement.
- A knowledgeable, independent Chair of the Board has enabled partners to understand their role on the Board and how they can support the YOS's work in their own agencies.

- The partnership has a very good understanding of how individual agencies contribute to reducing offending, the number of first-time entrants and serious youth violence.
- There is now a multi-agency joint decision-making panel for out-of-court disposals.
- The YOS has a very well-resourced health and wellbeing team.
- There is joint work to strengthen the capacity of schools to manage challenging behaviour and to avoid exclusions.
- There are quality assurance arrangements in place, which have begun to improve operational practice.

Areas for improvement:

- Improvements to service delivery have been largely process-driven and not practice-led and there is no rationale for prioritising one area of practice over another.
- Partnership data is not used to inform work to reduce disproportionality, serious youth violence or the number of looked after children in the criminal justice system.
- Information-sharing between agencies is not used consistently to review the risk or needs of children and families.
- The risk of harm that some children can pose to others is minimised and the wider risks that children and young people experience in terms of their own safety and wellbeing are not consistently identified.
- Harmful sexual behaviour is not always identified and guidelines on co-working are not always followed.
- Opportunities to intervene early in out-of-court disposal cases are missed.
- There is tension in the working relationships between the YOS and CSC, which results in risk and needs not being managed consistently.
- Health screening and assessments are not completed for all children and young people on court orders.
- The additional needs of children with education, health and care plans are not always being met, especially if they are transitioning from custody to the community.
- The needs of potential and actual victims and opportunities for restorative justice are not considered in every relevant case.
- The views and perspectives of children and young people, their families and other stakeholders are not routinely sought and so cannot influence future service delivery.

2. Court disposals

Work with children and young people 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	Good
Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	

Assessing a child's safety and wellbeing and their risk of harm to others was good, and assessments of desistance were outstanding. Therefore, assessments were good overall. In the majority of cases, the assessment included sufficient analysis of offending behaviour, including the child or young person's attitudes towards, and motivation for, their offending. In nearly all cases, staff considered the diversity and wider social context of the child or young person by using information held by other agencies. In 84 per cent of cases, the assessment focused on the child or young person's strengths and their protective factors. There was a broad range of workers from other agencies within the YOS, and case managers were confident in referring to and using information from them.

The views of the child and their parents or carers were considered in 83 per cent of cases. The needs and wishes of the victim were taken into account in only 53 per cent of relevant cases, and in 10 cases there was no evidence of the victim's views being sought and therefore no opportunity for restorative justice to be considered.

The factors that were most relevant to a child or young person's offending were self-identity, learning and ETE and lifestyle. In 86 per cent of cases, the assessment analysed sufficiently how to address these factors and support desistance.

Nearly all cases identified and analysed the risks to a child or young person's safety and wellbeing. In undertaking the assessments, all but six cases drew appropriately from other assessments or information held by other agencies. In six cases, staff did not give enough attention to analysing which controls or interventions could best promote safety and wellbeing. Inspectors agreed with the safety and wellbeing classification in 86 per cent of cases, but disagreed in six cases where they considered that the case manager's classification was too low.

Overall, the assessment sufficiently analysed how to keep the child or young person safe in 88 per cent of cases.

Assessing the risk of harm to others posed by a child or young person was not identified sufficiently in 21 per cent of cases. Case managers did not consider all potential risk factors when determining the level of risk; therefore, their perspective was narrow and did not focus on wider concerns. In 74 per cent of cases, the case manager had used available sources of information and involved other agencies where appropriate. Case managers analysed controls and interventions to manage and minimise the risk of harm to others presented by the child or young person in the majority of cases.

Inspectors agreed with the case manager's assessment of risk of serious harm in 77 per cent of cases, but disagreed in 23 per cent of cases, where they considered the case manager's classification to be too low. In most cases, the assessment analysed how to keep other people safe.

The case of one young person shows the strengths of assessments in Lambeth:

> *"Both the AssetPlus and the pre-sentence report are of a high standard. The assessment demonstrates a very clear understanding of the young person, their desistance factors and the identity issues which underpin their offending".*

Overall, the quality of assessments of a child or young person's desistance, safety and wellbeing, and risk of harm to others was judged to be good.

2.2 Planning	Requires improvement
Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	

Planning was outstanding when considering desistance and was good for safety and wellbeing. However, planning to manage children and young people's risk of harm to others required improvement. In nine out of 41 cases, planning did not take account of the diversity and social context of the child, or of their strengths and protective factors. In most cases, the plan set out the interventions and services most likely to support desistance; in line with the assessment, these were factors relating to learning and ETE, lifestyle and self-identity. In 76 per cent of cases, there was evidence that the child or young person, and their parents or carers, were involved in the planning, and that their views were taken into account.

The needs and wishes of victims were considered in the planning process in 44 per cent of relevant cases. The content of the plan was proportionate to the court outcome in nearly all cases reviewed. Planning to address any specific concerns and risks related to actual and potential victims was poor and was not evident in half of the cases reviewed. Letters of apology to victims were mentioned in terms of the planning but then there was no evidence that they had been completed. Similarly, if a restorative justice meeting was assessed as unsuitable at the planning stage, this was not reviewed as the child or young person progressed through their order.

Planning to address a child or young person's safety and wellbeing was not as good as planning for desistance. In 32 per cent of cases, planning did not involve other agencies or align with their plans when it should have done; and in nine cases it did not set out the necessary interventions to promote the safety and wellbeing of the child or young person. Overall, planning focused on keeping the child or young person safe in only 65 per cent of the cases reviewed.

There is a multi-agency panel that reviews all cases that are assessed as high risk. However, evidence from the cases inspected showed that only 53 per cent of plans focused on keeping other people safe. In 10 out of 38 cases, the risk of harm factors were not adequately addressed, and in 34 per cent of cases, case managers had not involved other agencies when they should have done.

Effective contingency arrangements to manage identified risks to others were mainly evident in cases but, overall, the quality of planning required improvement.

In the case of one young person, the inspector noted:

> *"Planning was inadequate. There was a failure to engage with or consider the role of the other key people in the young person's life in helping to support and keep them safe. The contingency planning was weak, and lacked detail around signs of deterioration in mood and wellbeing".*

2.3 Implementation and delivery	Requires improvement
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	

Implementation and delivery of interventions across the three areas of desistance, safety and wellbeing and risk of harm to others required improvement. There was little evidence of what interventions were used and what analysis had been done regarding the child or young person's response.

In 61 per cent of the cases reviewed, the services delivered were most likely to support desistance, and 69 per cent of cases built on the child or young person's strengths. In most cases, it was clear that the case manager had focused on maintaining an effective working relationship with the child or young person and their parents or carers. In all but five cases, the case manager had encouraged the child or young person to comply with their court order.

Services to promote the child or young person's safety and wellbeing were delivered in two-thirds of the cases inspected, and in 12 out of 32 cases the case manager did not coordinate the involvement of other organisations when they should have done. Overall, the implementation and delivery of services effectively supported the safety of the child or young person in just over half of the cases reviewed.

This was demonstrated in one young person's case, as follows:

> *"There is a significant gap in exploring and identifying support for the young person around unstable accommodation, family relationships, and potential for criminal exploitation. There is a lack of home visiting and contact with the young person's parents to inform the work that is undertaken".*

Services delivered to keep other people safe required improvement, with only 59 per cent of cases providing adequate services to manage and minimise the risk of harm to others. The involvement of other agencies in managing risk of harm was not well coordinated in 39 per cent of cases. Case managers gave attention to the protection of actual and potential victims in only 45 per cent of relevant cases. Overall, in only 55 per cent of cases did the implementation and delivery of services support the safety of other people effectively.

2.4 Reviewing	Requires improvement
Reviewing of progress is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	

Reviewing work to keep the child or young person, and other people, safe requires improvement. Young people's circumstances can change rapidly. This can result in increased, or sometimes decreased, likelihood of reoffending, risk of harm to others or risks to the young person's safety and wellbeing. Case managers should review their plans when there is a change in the young person's circumstances that could affect their behaviour.

The inspection found that, in Lambeth, work with children was child-centred and focused on their perspective; however, staff lacked professional curiosity and did not triangulate information. Reviews, therefore, did not lead case managers to update assessments or change the priorities in planning to reflect new circumstances.

Reviewing a child or young person's desistance was good. In 64 per cent of cases, case managers identified and responded to changes in factors linked to desistance, and in just over two-thirds of cases, the review focused on the child or young person's strengths. The child or young person's barriers to motivation and engagement were reviewed in 71 per cent of cases and they, with their parents or carers, were involved in the reviewing process in 73 per cent of cases.

In 16 cases, the reviews did not lead to any changes in the plan of work to support desistance. Overall, in just over two-thirds of cases, reviewing focused sufficiently on supporting the child or young person's desistance.

Reviewing safety and wellbeing and responding to any changes was evident in only half of the relevant cases. Case managers were informed by intelligence from other agencies in 60 per cent of relevant cases, although they made the necessary changes to the plan in only 63 per cent of cases. Overall, reviewing focused adequately on keeping the child or young person safe in only 57 per cent of cases.

In 40 per cent of cases staff did not respond to ongoing changes relating to a child's risk of harm to others. Partner agencies were involved in risk of harm reviews in under half of the cases, and the reviews led to changes in the plan of work to manage and minimise the risk of harm in only 48 per cent of relevant cases. Overall, reviewing focused sufficiently on keeping other people safe in just over half of the cases.

An inspector stated in regard to one case:

> *"New information is brought to the case manager's attention that the young person has been suspended for fighting in school. While the incident may not have changed the risk of serious harm assessment, there is no evidence that a review of the assessment or the plans in place was considered, and no evidence of any follow-up contact with the school".*

Summary

Strengths:

- Assessments are good overall but particularly when assessing desistance and a child's safety and wellbeing.
- Staff consider the diversity and wider social context of the child or young person.
- Case managers identify and analyse the risks to a child or young person's safety and wellbeing.
- The quality of planning that focuses on supporting the child or young person's desistance is outstanding.
- There is a commitment to maintaining an effective working relationship with the child or young person, and their parents or carers.

Areas for improvement:

- Case managers do not consider all potential risk factors when determining a child or young person's risk of harm to others, or their safety and wellbeing.
- The views of the victim are not routinely sought and so there is no opportunity for restorative justice.
- When a restorative justice intervention is assessed as unsuitable at the planning stage, this is not revisited as the child or young person progresses through their order, despite what the wishes of the victim may have been.
- There is little evidence of what interventions are used and what analysis is completed regarding the child or young person's response.
- Staff do not coordinate the involvement of other organisations in work relating to a child's safety and wellbeing and their risk of harm to others.
- Work with children focuses on the child's perspective; however, staff lack professional curiosity and do not triangulate information.
- Staff do not recognise and respond to ongoing changes in factors relating to risk of harm to others.
- Reviews do not lead case managers to update assessments or change the priorities in planning to reflect new circumstances.

3. Out-of-court disposals

Work with children and young people 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	Good
Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	

The findings for out-of-court disposals do not reflect current practice. Many of the cases selected were managed under the previous arrangements. This means there was no multi-agency joint decision-making panel; the assessment was completed after the disposal had been agreed; and there were delays in the process, which led to interventions not being delivered.

The sample of cases included youth cautions and youth conditional cautions, and the majority were community resolutions. A variety of assessments were seen, including final warning asset assessments, the early help screening tool and an AssetPlus assessment. As for post-court cases, the quality of assessments, especially assessing desistance, is outstanding and overall assessments in the areas of safety and wellbeing and risk of harm are good.

In 82 per cent of cases, there was sufficient analysis of offending behaviour, and the assessment considered the diversity and wider familial and social context of the child or young person in nearly all cases. In all but one case, the assessment focused on the child or young person's strengths and protective factors, and in most cases staff had considered the child or young person's levels of maturity, ability and motivation to change. In 82 per cent of cases, staff had involved the child or young person and their parents or carers in the assessment, and taken their views into account.

In one case, the inspector stated:

> *"Both in the written assessment and in the interview, it was evident that the case manager had a very clear understanding of the desistance factors in this case, particularly related to the young person's age, self-identity and interaction with local gang profiles".*

Risks to the child or young person's safety and wellbeing were clearly identified and analysed in 71 per cent of cases, and staff used information from other agencies in three-quarters of the cases reviewed. Inspectors agreed with the safety and wellbeing risk classification in 68 per cent of relevant cases. Where inspectors disagreed with the classification, they considered it too low. Overall, the assessment analysed how to keep the child or young person safe in 68 per cent of cases inspected.

In 70 per cent of cases, the assessment sufficiently analysed how to keep other people safe, and in 72 per cent of cases the case manager had used available sources of information, including other assessments, to inform their own judgement. In 68 per cent of cases, inspectors agreed with the case manager's classification of

risk of serious harm and in most cases the assessment to keep other people safe was completed within an appropriate period following the start of the out-of-court disposal.

3.2 Planning	Requires improvement
Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	

Planning of interventions to support desistance is outstanding; however, planning in the areas of safety and wellbeing and risk of harm to others requires improvement. Therefore, planning in out-of-court disposals requires improvement overall.

In 82 per cent of cases, staff set out the services most likely to support desistance, paying attention to appropriate timescales and sequencing. In 79 per cent of cases, planning took sufficient account of the diversity and wider familial and social context of the child or young person, and in nearly all cases their level of maturity and motivation to change were considered. In 75 per cent of cases, staff had considered the child or young person's strengths and protective factors, and in all but three cases the child or young person, and their parents or carers, had been involved in the planning process.

The needs and wishes of victims were taken into account in only a quarter of relevant cases, and planning specifically to address concerns related to actual and potential victims was evident in only a half of cases. In nearly all cases, planning was proportionate and interventions could be completed within the timescale.

The YOS promotes a child-centred approach that focuses on the needs of the child, but in practice the risks to the child or the risk the child poses to others are not consistently being considered.

Just over half of the plans addressed keeping the child or young person safe; however, 38 per cent of the cases did not involve information from other agencies. Contingency arrangements for any changes to the level of risk were made in half of the cases inspected. Overall, planning focused on keeping the child or young person safe in only 56 per cent of the cases reviewed.

Planning to address the factors related to risk of harm to others was evident in 70 per cent of cases and involved other agencies in just under two-thirds of cases. Planning contingency arrangements to manage those risks had only been identified in half of the relevant cases and, overall, planning that focused on keeping people safe was evident in only 60 per cent of cases.

One inspector noted:

> *"Although there is an assessment of the risk of harm to others, there is a failure to put plans in place to mitigate or manage this. There is no consideration given to the actual victim or measures that may need to be in place to protect them".*

3.3 Implementation and delivery	Inadequate
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	

The implementation and delivery of services to children and young people subject to out-of-court disposals was one of the poorest aspects of the YOS's performance. Implementation and delivery of interventions to promote desistance required improvement and services designed to address safety and wellbeing and risk of harm to others were considered inadequate.

In a number of the cases inspected, there was a long delay between the offence taking place, the panel and the YOS seeing the young person to complete an assessment. In a lot of cases, this delay led to little or no interventions being delivered. Therefore, interventions to support desistance were delivered in good time in only 61 per cent of cases, although they reflected the diversity of the child or young person and involved parents or carers in three-quarters of the cases.

Case managers focused sufficiently on developing and maintaining an effective working relationship with the child or young person and their parents or carers in 71 per cent of cases. They encouraged and enabled the child or young person's compliance in just under three-quarters of the cases, although interventions were completed within the required timescales in only 64 per cent of the cases reviewed. Access to mainstream services and overall support for the child or young person's desistance were evident in more than half of cases.

Services promoted the safety and wellbeing of the child or young person in only half of the cases, and the involvement of other organisations in keeping them safe was not coordinated in 56 per cent of cases.

Sufficient attention had been given to the protection of actual and potential victims in only 20 per cent of cases. In 60 per cent of cases, the services delivered were not appropriate for managing and minimising the risk of harm and so, overall, only 40 per cent of cases effectively supported the safety of other people.

In the case of one young person, the following was noted:

> *"Although interventions are designed to address factors motivating offending, there is a failure to consider the known victim's needs and implement any safeguarding interventions that may have been needed".*

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

Joint working in out-of-court disposals was inadequate. The stage at which the YOS became involved in the out-of-court disposals process was unclear. It was also unclear whether it had made any recommendations in the cases inspected. There was evidence of a positive contribution made by the YOS to determining the disposal in only 44 per cent of cases. Where this had happened, the recommendation

considered the child or young person's understanding of the offence and their acknowledgement of responsibility in most cases.

In 37 per cent of cases, the YOS did not contribute to determining the disposal when it should have done. In 64 per cent of cases, case managers ensured that the child or young person, and their parents or carers, understood the implications of receiving an out-of-court disposal.

In only half of the cases, the rationale for joint disposal decisions was appropriate and clearly recorded. Overall, only 41 per cent of the cases showed that the YOS's recommendations were well informed, analytical and personalised to the child or young person, and so supported joint decision-making.

Of the 12 cases that required case managers to report on progress to the police, nine completed this in a timely manner. In all but five cases, staff had given sufficient attention to compliance with, and enforcement of, the conditions.

Summary

Strengths:

- Assessing desistance is outstanding and overall assessments in the areas of safety and wellbeing and risk of harm are good.
- The assessment focuses on the child or young person's strengths and protective factors.
- Staff involve the child or young person and their parents or carers in the assessment, and take their views into account.
- Planning interventions to support factors related to desistance is outstanding, with staff paying attention to appropriate timescales and sequencing.

Areas for improvement:

- The stage at which the YOS became involved in the out-of-court disposal process was unclear.
- There was little evidence that the service made any recommendations in determining the appropriate disposal in the cases inspected.
- There are delays in the out-of-court disposals process, which means that interventions are not being delivered within the required timescales.
- The risks to the child or young person's safety and wellbeing, and the risk they pose to others, are not consistently considered.
- Service delivery and interventions do not promote the safety and wellbeing of the child or young person.
- Involving other organisations in keeping the child or young person safe is not coordinated.
- Case managers did not adequately consider the protection of actual and potential victims.
- There is little evidence of any restorative justice work being completed with young people subject to an out-of-court disposal.

Annex 1 – Methodology

The inspection methodology is summarised below, linked to the three domains within our standards framework. Our focus was on obtaining evidence against the standards, key questions and prompts within the framework.

Domain one: organisational delivery

The youth offending service submitted evidence in advance and the Chief Executive 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 and young people who have offended are improved?
- What are your priorities for further improving these arrangements?

During the main fieldwork phase, we surveyed 32 individual case managers, asking them about their experiences of training, development, management supervision and leadership. We then held various meetings and focus groups, which allowed us to triangulate evidence and information. In total, we conducted 19 meetings either face-to-face or by telephone.

Domain two: court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Sixty per cent of the cases selected were those of children and young people 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 43 post-court cases. 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. Forty per cent of cases selected were those of children and young people who had received out-of-court disposals three to five months earlier. This enabled us to examine work in relation to assessing, planning, implementing and joint working. Where necessary, interviews with other people significantly involved in the case also took place.

We examined 28 out-of-court disposals. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of 5), and we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm, and risk to safety and wellbeing classifications matched those in the eligible population.

Annex 2 – Inspection results

1. Organisational delivery

Standards and key questions	Rating
1.1. Governance and leadership The governance and leadership of the YOS supports and promotes the delivery of a high-quality, personalised and responsive service for all children and young people.	**Good**
1.1.1. Is there a clear local vision and strategy for the delivery of a high-quality, personalised and responsive service for all children and young people?	
1.1.2. Do the partnership arrangements actively support effective service delivery?	
1.1.3. Does the leadership of the YOS support effective service delivery?	
1.2. Staff Staff within the YOS are empowered to deliver a high-quality, personalised and responsive service for all children and young people.	**Good**
1.2.1. Do staffing and workload levels support the delivery of a high-quality, personalised and responsive service for all children and young people?	
1.2.2. Do the skills of YOS staff support the delivery of a high-quality, personalised and responsive service for all children and young people?	
1.2.3. Does the oversight of work support high-quality delivery and professional development?	
1.2.4. Are arrangements for learning and development comprehensive and responsive?	
1.3. Partnerships and services A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children and young people.	**Requires improvement**

1.3.1. Is there a sufficiently comprehensive and up-to-date analysis of the profile of children and young people, to ensure that the YOS can deliver well-targeted services?

1.3.2. Does the YOS partnership have access to the volume, range and quality of services and interventions to meet the needs of all children and young people?

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

1.4. Information and facilities	**Requires improvement**
Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all children and young people.	

1.4.1. Are the necessary policies and guidance in place to enable staff to deliver a quality service, meeting the needs of all children and young people?

1.4.2. Does the YOS's delivery environment(s) meet the needs of all children and young people and enable staff to deliver a quality service?

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

1.4.4. Is analysis, evidence and learning used effectively to drive improvement?

2. Court disposals

Standards and key questions	Rating and % yes
2.1. Assessment Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	**Good**
2.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	86%
2.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	88%
2.1.3. Does assessment sufficiently analyse how to keep other people safe?	72%
2.2. Planning Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	**Requires improvement**
2.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?	80%
2.2.2. Does planning focus sufficiently on keeping the child or young person safe?	65%
2.2.3. Does planning focus sufficiently on keeping other people safe?	53%
2.3. Implementation and delivery High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	**Requires improvement**
2.3.1. Does the implementation and delivery of services effectively support the child or young person's desistance?	64%
2.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person?	56%
2.3.3. Does the implementation and delivery of services effectively support the safety of other people?	55%

2.4. Reviewing Reviewing of progress is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	**Requires improvement**
2.4.1. Does reviewing focus sufficiently on supporting the child or young person's desistance?	67%
2.4.2. Does reviewing focus sufficiently on keeping the child or young person safe?	57%
2.4.3. Does reviewing focus sufficiently on keeping other people safe?	59%

3. Out-of-court disposals

Standards and key questions	Rating and % yes
3.1. Assessment Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	**Good**
3.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	82%
3.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	68%
3.1.3. Does assessment sufficiently analyse how to keep other people safe?	70%
3.2. Planning Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	**Requires improvement**
3.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?	82%
3.2.2. Does planning focus sufficiently on keeping the child or young person safe?	56%
3.2.3. Does planning focus sufficiently on keeping other people safe?	60%

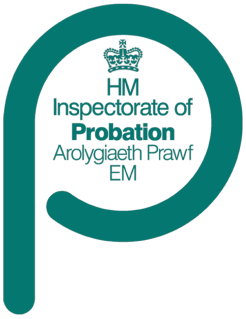
3.3. Implementation and delivery High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	**Inadequate**
3.3.1. Does the implementation and delivery of services effectively support the child or young person's desistance?	61%
3.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person?	44%
3.3.3. Does the implementation and delivery of services effectively support the safety of other people?	40%
3.4. Joint working Joint working with the police supports the delivery of high-quality, personalised and coordinated services.	**Inadequate**
3.4.1. Are the YOT's recommendations sufficiently well-informed, analytical and personalised to the child or young person, supporting joint decision-making?	41%
3.4.2. Does the YOT work effectively with the police in implementing the out-of-court disposal?	71%

Annex 3 – Glossary

AIM2	An assessment framework and procedures to assist professionals in working with children and young people who have committed a sexual assault or undertaken harmful sexual behaviour.
AssetPlus	Assessment and planning framework tool developed by the Youth Justice Board for work with children and young people who have offended, or are at risk of offending, that reflects current research and understanding of what works with children.
CAMHS	Child and Adolescent Mental Health Services.
Community resolution	Used in low-level, often first-time, offences where there is informal agreement, often also involving the victim, about how the offence should be resolved. Community resolution is a generic term; in practice, many different local terms are used to mean the same thing.
Contextual safeguarding	An approach to understanding and responding to young people's experience of serious harm beyond their families. It recognises that the different relationships that young people form in their neighbourhood, school and online can feature violence and abuse.
Court disposals	The sentence imposed by the court. Examples of youth court disposals are referral orders, youth rehabilitation orders, and detention and training orders.
County lines	Young people who are coerced into transporting drugs or money on behalf of gangs across the country, mostly from urban to more rural areas.
Desistance	The cessation of offending or other antisocial behaviour.
Enforcement	Action taken by a case manager in response to a child or young person's failure to comply with the actions specified as part of a community sentence or licence. Enforcement can be punitive or motivational.
ETE	Education, training and employment.
Forensic case formulation	The principles and application of case formulation specifically for forensic clinical practice.
HMI Probation	Her Majesty's Inspectorate of Probation.
MAPPA	Multi-Agency Public Protection Arrangements: where probation, police, prison and other agencies work together locally to manage offenders who pose the

	highest risk of harm to others. Level 1 is single agency management, where the risks posed by the offender can be managed by the agency responsible for the supervision or case management of the offender. Levels 2 and 3 require active multi-agency management.
NEET	Not in education, employment or training.
Out-of-court disposal	The resolution of a normally low-level offence, when it is not in the public interest to prosecute, through a community resolution, youth caution or youth conditional caution.
Personalised	A personalised approach is one in which services are tailored to meet the needs of individuals, giving people as much choice and control as possible over the support they receive. We use this term to include diversity factors.
Risk of serious harm	Risk of serious harm is a term used in AssetPlus. All cases are classified as presenting a low, medium, high or very high risk of serious harm to others. HMI Probation uses this term when referring to the classification system, but uses the broader term 'risk of harm' when referring to the analysis which should take place in order to determine the classification level. This helps to clarify the distinction between the probability of an event occurring and the impact or severity of the event. The term 'risk of serious harm' only incorporates 'serious' impact, whereas using 'risk of harm' enables the necessary attention to be given to those young offenders for whom lower impact/severity harmful behaviour is probable.
Safeguarding	A wider term than 'child protection' that involves promoting a child or young person's health and development, and ensuring that their overall welfare needs are met.
Safety and wellbeing	AssetPlus replaced the assessment of vulnerability with a holistic outlook on a child or young person's safety and wellbeing concerns. It is defined as "those outcomes where the young person's safety and wellbeing may be compromised through their own behaviour, personal circumstances or because of the acts/omissions of others" (*AssetPlus Guidance*, 2016).
Youth caution	A caution accepted by a child following admission to an offence where it is not considered to be in the public interest to prosecute the offender.
Youth conditional caution	As for a youth caution, but with conditions attached that the child is required to comply with for up to the next three months. Non-compliance may result in the

	child being prosecuted for the original offence.
YJB	Youth Justice Board: government body responsible for monitoring and advising ministers on the effectiveness of the youth justice system. Providers of grants and guidance to the youth offending teams.
YOT/YOS	Youth offending team (YOT) is the term used in the *Crime and Disorder Act 1998* to describe a multi-agency team that aims to reduce youth offending. YOTs are known locally by many titles, such as youth justice service (YJS), youth offending service (YOS) and other generic titles that may illustrate their wider role in the local area in delivering services for children.
Youth rehabilitation order	An overarching community sentence to which the courts apply requirements (for example, supervision requirement and unpaid work).



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