



An inspection of youth offending services in

# Sheffield

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HM Inspectorate of Probation

AUGUST 2019

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This inspection was led by HM Inspector Yvonne McGuckian, 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.

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

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# Contents

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<b>Foreword</b> .....	<b>4</b>
<b>Overall findings</b> .....	<b>5</b>
<b>Summary of ratings</b> .....	<b>7</b>
<b>Recommendations</b> .....	<b>8</b>
<b>Introduction</b> .....	<b>9</b>
<b>Contextual facts</b> .....	<b>11</b>
<b>1. Organisational delivery</b> .....	<b>12</b>
1.1 Governance and leadership .....	12
1.2 Staff .....	13
1.3 Partnerships and services .....	14
1.4 Information and facilities.....	15
<b>2. Court disposals</b> .....	<b>18</b>
2.1 Assessment.....	18
2.2 Planning .....	19
2.3 Implementation and delivery .....	20
2.4 Reviewing .....	22
<b>3. Out-of-court disposals</b> .....	<b>24</b>
3.1 Assessment.....	24
3.2 Planning .....	25
3.3 Implementation and delivery .....	26
3.4 Joint working .....	26
<b>Annex 1 – Methodology</b> .....	<b>29</b>
<b>Annex 2 – Inspection results</b> .....	<b>30</b>
<b>Annex 3 – Glossary</b> .....	<b>36</b>

## Foreword

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This inspection is part of our programme of youth offending service (YOS) inspections. We have inspected and rated Sheffield Youth Justice Service (YJS) across three broad areas: the arrangements for organisational delivery first, and then the quality of court disposals work, and out-of-court disposals work.

We have rated this service as 'Good', and found some areas of practice that were outstanding. Sheffield YJS has many aspects of practice that are innovative and responsive to need. One of the recent challenges faced by the service and its partners is a rise in knife crime and serious organised crime. Operation Fortify is a partnership response to this issue, and is now beginning to identify children at risk of county lines activity and divert them from it. The YJS has been at the forefront of this work.

Children and young people receive effective support from a wide range of skilled specialist workers and from youth justice workers, who get to know them well and adapt their work to meet individual needs. We saw numerous examples of how relationships with children are leading to good take-up of interventions.

The management team has a clear vision for the service, has established and maintained partnerships and has set high standards. This is resulting in good-quality work. The managers are developing, directing and managing the service well. However, the Board does not currently provide sufficient direction and oversight. This has been recognised by the Chair of the Board and in recent months Board membership has been reviewed.

Where the YJS management team can exert influence, there is a good response and service to children. However, there are two key areas where there has not been as much progress as the service hoped. Too many children are not in education and their access to education needs to be addressed at a strategic level by the Board. The Board also needs to consider how staff are kept safe when undertaking their roles and to do more to support the emotional welfare of all staff.

There is much to commend Sheffield YJS and the partnership for, and with some development a rating of 'Outstanding' is within reach.



**Justin Russell**  
Chief Inspector of Probation

## Overall findings

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Overall, Sheffield YJS is rated as: **Good**. This rating has been determined by inspecting the YJS in three domains of their work. The findings in those domains are described below.

	<b>Organisational delivery</b>
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Our key findings about organisational delivery are as follows:

- The vision and strategy for the service are clear and promoted well by the YJS leadership team.
- Children and young people have quick access to a wide range of targeted and specialist services, including psychologists and psychiatrists. The quality of partnership work is monitored and evaluated. There is an established culture of joint working within the service.
- The two senior leaders have a good understanding of the work of the service and have mitigated most of the impact of the underperforming Board.
- The operational management team, although new, has quickly formed a supportive and consistent response to its teams. The service has a well-established open and learning culture, which enables it to improve practice and partnership services.
- Staff are highly knowledgeable, skilled and well trained. Staff from the YJS, partnership and commissioned services attend the same training. This gives them a shared understanding of issues.
- The Management Board arrangements are not effective. A recent review highlighted the need for a wider and more consistent membership and for the Board to provide better support for the YJS.
- Arrangements for promoting staff welfare and safety are underdeveloped.
- More needs to be done to improve children's access to education. Although the YJS ensures that most children access education, more needs to be done to prevent their exclusion.

	<b>Court disposals</b>
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Our key findings about court disposals are as follows:

- Good-quality assessments of desistance identify work that needs to be done to reduce reoffending. Robust planning is in place to meet these needs. Children and young people access a wide range of targeted and specialist services quickly. Progress is continually reviewed and adapted to meet individual needs.
- Safety and wellbeing needs are identified promptly and responded to. Where a child has a social worker, there is some effective joint work with children's

social care. Referrals are made to other services, including early help, parenting support and the child exploitation teams.

- There is a creative and consistent approach to working with children and young people.
- Assessment and planning to meet the needs and wishes of victims are not always undertaken, despite the victim's wishes being known.
- Risk of harm to others was underestimated on occasions, especially in relation to the potential risk posed to other children.



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

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

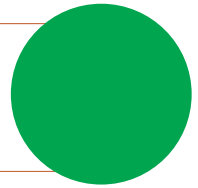
- Good processes are in place to share information and make joint decisions.
- Assessment, planning and delivery of services are outstanding. High-quality, in-depth assessments lead to targeted planning and the delivery of suitable interventions.
- Children and young people with out-of-court disposals can access the same wide range of services as children on court orders.
- There is good exit-planning, which provides ongoing support to children and families once the YJS's interventions have ended.

Service: Sheffield Youth Justice Service

Fieldwork started: May 2019

Overall rating

Good



### 1. Organisational delivery

1.1 Governance and leadership

Good



1.2 Staff

Outstanding



1.3 Partnerships and services

Good



1.4 Information and facilities

Good



### 2. Court disposals

2.1 Assessment

Good



2.2 Planning

Outstanding



2.3 Implementation and delivery

Good



2.4 Reviewing

Good\*



### 3. Out-of-court disposals

3.1 Assessment

Outstanding



3.2 Planning

Outstanding



3.3 Implementation and delivery

Outstanding



3.4 Joint working

Good



\*Limited professional discretion was applied to this rating

## Recommendations

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

### **Sheffield Youth Justice Service Board should:**

1. review the arrangements for the emotional and physical safety of the staff teams, to ensure that they are given suitable equipment and systems to keep them safe
2. develop the role and responsibilities of the Board members, to support the work of the YJS management team
3. work with education providers to reduce the number of exclusions and provide children with the education they are entitled to, and monitor progress.



## Introduction

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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.<sup>1</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.

The Youth Justice Service (YJS) is part of Children's and Families Services within the People Services portfolio of Sheffield City Council. The service is based at Star House in the city centre, which also hosts services including Children in Care, Care Leaving, Community Youth Teams (CYTs), Sexual Exploitation, Missing Young People, the Child Criminal Exploitation Team, Sheffield Futures, Door 43 Young People's Health and Wellbeing and the Integrated Youth Team. This arrangement places the service in the best position to ensure effective joint work with wider children's services within the statutory and voluntary sector.

The YJS delivers the statutory outcomes and interventions from court and shares responsibility for out-of-court disposals with CYTs, a commissioned service run by Sheffield Futures.

### **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.

### **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

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<sup>1</sup> The *Crime and Disorder Act 1998* set out the arrangements for local YOTs and partnership working.

standards are designed to drive improvements in the quality of work with people who have offended.<sup>2</sup>

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<sup>2</sup> HM Inspectorate's standards are available here:  
<https://www.justiceinspectorates.gov.uk/hmprobation/about-our-work/our-standards-and-ratings/>

## Contextual facts

**First-time entrant rate per 100,000**

296

Sheffield YJS <sup>3</sup>

248

Average for England and Wales

**Reoffending rates**

30.0%

Sheffield YJS <sup>4</sup>

40.9%

Average for England and Wales

### Caseload information <sup>5</sup>

Age	10-14	15-17
Sheffield	29%	71%
National average	24%	76%

Race/ethnicity	White	Black and minority ethnic
Sheffield	62%	37%
National average	71%	26%

Gender	Male	Female
Sheffield	85%	15%
National average	84%	16%



### Population information

577,789

Total population of Sheffield (2017) <sup>6</sup>

49,498

Total youth population of Sheffield <sup>6</sup>

11,070

Total black and minority ethnic youth population of Sheffield <sup>7</sup>

<sup>3</sup> Youth Justice Board. (2018). *First-time entrants, October to September 2018*.

<sup>4</sup> Ministry of Justice. (2019). *Proven reoffending statistics, April 2016 to March 2017*.

<sup>5</sup> Youth Justice Board. (2019). *Youth justice annual statistics: 2017-2018*.

<sup>6</sup> Office for National Statistics. (2012). *UK population estimates mid-2017, based on Census 2011 data*.

<sup>7</sup> Office for National Statistics. (2012). *Census 2011*.

# 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.	

The leadership of the YJS has promoted effective service delivery, adapted to meet the children and young people's individual needs. The two senior leaders have a good understanding of the work of the service and have mitigated most of the impact of the immature Board. The YJS managers have developed the vision and strategy for the service, and promoted these to staff and partners clearly and well.

The Management Board arrangements are not fully effective. A recent review has highlighted the need for the membership to be wider and more consistent and for the Board to provide better support for the service. At the time of the inspection, many Board members were new to their roles, and were still establishing an understanding of the service's work and their agency's contribution. It was positive to find that the National Probation Service has used its membership to develop a team to work with 18–25-year-olds. This is an interesting development designed to help this age group transition to adult probation supervision and to reduce breach rates.

The leadership has high expectations of its teams. This has resulted in some high-quality work with children, the delivery of a personalised service, a consistent reduction in the number of children entering the criminal justice system and effective partnerships at operational level.

Leadership of the service is consistent and effective. The issues raised in the inspection were known to leaders. Staff are not clear on the work of the Board, or how they influence service delivery or how their work fits in with the Board's priorities.


The operational management team has added two new members recently and, together with the existing management team, has quickly formed a supportive and consistent response to its teams. This has included identifying and then managing performance issues.

The service has a well-established open and learning culture, which enables it to improve practice and partnership services. The service has continued to review significant incidents,<sup>8</sup> despite this not being mandatory. It disseminates its findings across the partnership.

Education has not been represented at a strategic level for over a year, and some Board members did not recognise the significant contribution that a representative from the education service could make, particularly in supporting children's desistance from offending.

<sup>8</sup> From 8 May 2018, the YJB no longer required local authorities to notify it of new community safeguarding and public protection incidents (CSPPIs).

Risks to the service are understood by YJS leaders, but less so by the Board. Service managers have good links with other youth offending services at local, regional and national level. This enables them to pick up on best practice and new and emerging issues.

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

Staff are committed, well trained and highly knowledgeable about the children they manage. Relationships between youth justice workers and specialist staff are mature and open, allowing them to exchange information quickly in response to significant changes with the child or young person or incidents.

Staffing levels are planned and monitored to respond to changing demand. This has resulted in the creation of a number of specialist roles. The service has a resettlement worker, who focuses on working with children who are in custody and in planning for their release. Principally working with Wetherby Young Offender Institute (YOI), the resettlement worker is providing children and families with a key contact who facilitates joint work with custody staff.

The YJS uses a workload management tool, which ensures that work is allocated fairly. Decision are made to balance workloads and provide continuity of service to children. Workloads and capacity are routinely monitored through supervision and responses to crisis. To the credit of the team, staffing difficulties during the summer of 2018 were managed and did not have an obvious detrimental impact on children and young people.

Continuous professional development is supported at all levels. There are various training and development opportunities for staff, including joint training with partnership workers. YJS, partnership and commissioned service workers attend the same training, which gives them a shared understanding of issues.

YJS staff have the opportunity to undertake professional qualifications, and most staff are qualified. Partnership workers provide regular updates and training in specialist areas of work, including criminal exploitation and communication needs.

We saw numerous examples of effective succession planning, including appointments to the leadership team, child exploitation team and leaving care teams.


When staff undertake exceptional work, this is recognised and celebrated. Awards achieved by the team and individuals are prominently displayed and are a source of pride for the service.

Most staff are well supervised. The operational managers provide individual and group supervision for youth justice workers. The service has introduced protected time for reflecting on work, amounting to half a day a month. This is valued by staff. Some staff told us they use this time to read recent research and to update themselves on current practice issues. We found staff to be reflective and open to discussions about their work.

One Youth Justice Support Worker reported that they did not receive routine supervision or sufficient training, but they knew that they could seek advice from youth justice workers; however, this does not replace ongoing formal support.

Work to identify and respond to poor performance is routine and ongoing. Performance issues had been identified at an early stage. Responses are targeted to individual needs and there is evidence of improvement in performance.

Training needs are identified by various means, including quality assurance audits, learning from critical events, needs profiling and by request. In the past year, all staff have been trained in trauma-informed practice, restorative practice and in speech and communication needs. Training was also provided for managers and opportunities have been taken to link with the city's universities to undertake research and learning projects.

<b>1.3 Partnerships and services</b>	<b>Good</b>
A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children and young people.	

There is an established culture of joint working within the service. The range of partnerships and services available to children and young people was excellent. Many of these partnerships are longstanding and the needs of this group of children and young people has remained a priority. The YJS has carried out an in-depth analysis of children and young people's needs, which has given it a strategic and operational view. This enabled the partnership to provide responses to support desistance, manage risk of serious harm and address safety and wellbeing issues.

The YJS is aware of the impact of discrimination within the criminal justice system and is developing a strategic response. We found some creative and responsive examples of work to mitigate individual disadvantages, including work with girls, those with special educational needs and children in custody.

Over the past two years, the YJS has undertaken significant work to reduce the unnecessary criminalisation of children in care. This work has been successful and the number of children from this group that the YJS works with is at an all-time low.

Children and young people can quickly access a wide range of universal, targeted and specialist services. An extensive range of interventions is available. These are evidence-based and the outcomes are reviewed. Service provision is better than we have found in some other YOTs. The range of interventions is reviewed and adapted to reflect changing needs, including a rise in knife crime, child criminal exploitation and county lines.


Specialist provision includes assessment and interventions from psychiatry and psychology services. These services are provided quickly, within a few weeks, and offer an invaluable insight into offending and risk. The accommodation worker from Roundabout (a homelessness charity) has helped young people find suitable accommodation, including those who pose a serious risk of harm to others.

Education, training and employment (ETE) workers are effective in engaging children and young people and finding suitable educational and employment opportunities. Exclusion rates in Sheffield are high, and this is represented in the YJS caseload. At the time of the inspection, more than one in five children involved with the service were on a fixed-term exclusion (41 of the 181 cases). The ETE workers are persistent in engaging children and young people, and we saw many examples of how children were supported to attend some form of education and learning. In

most cases, this work responded to the symptoms of wider issues, including poor educational experiences, limited literacy and numeracy skills and communication difficulties. The YJS does all that it can to monitor and challenge the level of school exclusions however, without a suitable educational representative on the Board, it was difficult to see how the root causes could be addressed.

Where children had an allocated social worker, or were cared for by the local authority, we found examples of good joint work with children’s social care. However, the safeguarding needs of children involved with the YJS, where a referral was required, were not always responded to. Referrals made by the YJS did not always result in action to safeguard the child. The Director of Children’s Social Care was fully aware of the issue and has instigated work, as part of a wider improvement plan, to address this.

Partnership services are monitored and evaluated. Referral rates are checked against need, take up by children and the service provided. A new YJS operational manager is responsible for managing partnership issues, and has developed effective working relationships with partners and an appropriate level of support and challenge.

<b>1.4 Information and facilities</b>	<b>Good</b>
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.	

A full range of policies and procedures are in place. Staff know how to access these and are confident in speaking to managers if they need clarification. Staff know the pathways for children to access services. They engage children well and advocate for them when needed. Because YJS staff have good relationships with partner organisations, they can seek advice and support from specialist workers. This informal consultation supplements formal pathways and has resulted in the right referrals being made.

Suitable premises that are appropriate for children are available across the city. The main sites are Burton Street and Star House. Star House provides a child-friendly, child-designed environment for a range of children, so those attending the YJS can remain anonymous. The use of Star House is increasing and this facility is an example of how best to meet children’s needs and facilitate good work.

Burton Street is a good facility and is well used by staff. Interventions and other activities are delivered there. Both of these sites are kept in very good condition, signalling the importance and respect given to children and young people.

At Star House, extensive consultation has been undertaken with children and young people, including those with the YJS, about the design of a health drop-in service called Door 43. This a very comfortable space, which provides room for private consultation and a calm place for children to speak to health professionals.

The service recently transferred to a new case management system, Core Plus. At the time of the inspection, most staff were getting used to the system. This system is used by education services and is intended to help with information-sharing with schools and colleges.

Information-sharing arrangements are effective. Relevant information is shared across the partnership to best support children and to manage risk of harm to others.

Evidence-based practice is well established. Research and evaluation have been undertaken by both local universities. YJS managers are well connected to other youth offending services via neighbouring and regional links.

The views of children and young people and their families are comprehensively gathered and then used to improve services. Case work demonstrates that the voice of the child is sought and heard.

Learning from serious events is completed and has been used by the partnership to develop new approaches. Operation Fortify, a response to children being drawn into serious organised crime, is an example. The service has continued to review critical incidents, although this is not mandatory. Learning points are shared across the partnership and improvements are monitored.

Sheffield YJS has seen a change in the profile of children and young people. More children are involved in serious youth violence, county lines and are involved in drug dealing in the area. As a result, there have been several serious incidents, which have had a lasting effect on the emotional wellbeing and safety of staff. Although the team have supported each other, too little additional support has been provided by the Management Board. Current arrangements for lone working rely too much on staff reporting in. The phones used by staff are not fit for purpose and do not ensure the safety of staff or facilitate remote working. New IT is being rolled out, which combines a tablet and a mobile phone. Managers feel that these will improve staff safety.

## Summary

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### Strengths:

- Effective and consistent leadership of the service has facilitated good partnership working which, on the whole, benefits children and young people.
- Management, training and development of staff are very good. Staff at all levels understand their roles and responsibilities.
- The vision and strategy for the service are clear and promoted effectively by the YJS leadership team.
- Children and young people have quick access to a wide range of targeted and specialist services, including psychologists and psychiatrists. The quality of partnership work is monitored and evaluated. There is an established culture of joint working within the service.
- The two senior leaders have a good understanding of the work of the service and have mitigated most of the impact of the underperforming Board.
- The operational management team, although new, has quickly formed a supportive and consistent response to its teams. The service has a well-established open and learning culture, which enables it to improve practice and partnership services.



- Staff are highly knowledgeable, skilled and well trained. YJS, partnership and commissioned service workers attend the same training. This gives them a shared understanding of issues.

**Areas for improvement:**

- The governance of the YJS by the Management Board is not as effective as it should be, and the absence of a representative from the education sector is a key gap.
- Arrangements for promoting staff welfare and safety are underdeveloped.
- More needs to be done to reduce children's exclusion from school and to improve children's access to education.

## 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.	

We undertook an in-depth assessment of 19 cases and found good-quality work to assess, deliver and review steps taken to help children desist from offending. Planning was outstanding and provided a clear framework for the case management.

The assessments of offending and desistance were consistently completed to a very high standard. Assessments of safety and wellbeing and risk of harm to others were good but not quite as strong.

Assessment of the factors that contributed to offending had been completed in every case, often to a high standard. In all cases, careful and consistent consideration had been given to existing strengths, and barriers to desistance, including attendance at school, college or work. Assessments of desistance were thorough, and included the views of the child or young person, parents and carers. Information was sought from a range of other agencies to build a picture of the child's life and the situations and issues that were linked to offending.

In one case, the inspector noted:

*“A good assessment with a strong focus on analysing periods of desistance. There is also good analysis of the factors linked to desistance and the corresponding ratings are justified. The young person and his parents are meaningfully involved via the self-assessment questionnaires, but also from home visits and individual meetings. Limited education provision is identified and analysed as a key structural barrier”.*

We also found that staff paid attention to issues related to discrimination, diversity, race and ethnicity, and how these had affected or could affect the child or young person's offending and response to the YJS.

The views of the victims were not always used to inform the assessment. We found that their needs and wishes were considered in 11 of the 16 cases where this would have added an additional aspect to the assessment.

Assessments of safety and wellbeing were sufficient in just under 70 per cent of cases. Information from specialist workers was provided quickly and used to provide a better understanding of children's needs. Staff knew the child or young person's level of communication and understanding, because assessments were carried out by the speech and language therapists. Children's previous contact with children's social care, the police, the exploitation team and health providers was identified early in the assessment phase, enabling staff to identify concerns and any existing support.

Where there were safeguarding concerns, referrals were made to children’s social care.

We expect safety and wellbeing concerns to be given a classification level. This, in part, helps to inform the allocation of resources designed to keep the child safe. Those children who were assessed as having high safety and wellbeing concerns, were classified correctly and quickly. However, we disagreed with five of the nineteen assigned levels, which we thought should have been higher. We noted this particularly for children who were assessed as having low need when they should have been assessed as medium.

The quality of assessments of risk of harm, including serious harm, to others was mixed. We found a similar tendency to underestimate risk of harm as we had seen for safeguarding. The YJS assessed eight cases as low risk of harm to others, and we thought that five of these should have been medium. Usually this was due to underestimating the risk to other children, including siblings.

In one case an inspector noted:

*“Risk of harm was underestimated (as low) and not sufficiently reasoned, and previous unconvicted behaviours were not sufficiently analysed and referenced. Index offence involved threats to sibling with a hammer following family arguments; however, after a short period residing out of the family home, the young person moved back to the family home where the victim resided. No full assessment was undertaken around this and the potential for further harmful behaviours or volatility”.*

Assessments of those posing the greatest risk to others were accurate, undertaken quickly and led to further scrutiny at multi-agency risk panels (MARP). Where relevant referrals were made to multi-agency public protection arrangements (MAPPA).

Most assessments were timely. The few that were late were due to the significant period of staff sickness last summer.

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

Planning for desistance, safety and wellbeing and risk of harm was the strongest area of practice in post-court work. Planning was active and responsive, both to individual needs and to changing circumstances. This ongoing approach to planning was captured in the recorded plans. Actions were coordinated across the partnership, and where there were competing demands, the best interests of the child were given priority.

Planning to support desistance and reduce reoffending was effective. It set out the services most likely to divert the child or young person. Careful consideration was given to diversity and how the family could support this aspect of work.

We saw good joint planning in the case of one child placed in a secure training centre (STC). Both the YJS and STC psychologists shared assessment information to inform release planning.

The YJS resettlement worker spends time in the casework team at Wetherby YOI. The worker can speak to the young person, families and custody teams to support planning for both the custodial and community parts of the sentence.


The wishes and needs of victims were taken into account in 11 of the 14 cases where this was needed.

In almost all of the planning there were actions to promote safeguarding and wellbeing. We saw that planning covered current risks to the child, including risks related to child criminal exploitation or abuse or neglect. Where children had a social worker, there was good joint planning and communication to identify which aspects of the plan were working and what needed to change. YJS workers attended meetings with staff from children’s social care, including child in need and child protection conferences.

Plans clearly set out the controls and interventions that were needed to keep children safe, and the YJS had access to a range of suitable and targeted interventions. Interventions were delivered to help children reduce the inherent risks of knife carrying, for example through Street Doctors, knife crime programmes and diversionary activities.

Planning to manage risk of harm was also completed to a consistently high standard and, unlike in other areas, the needs and wishes of victims were incorporated into planning. Most other agencies were involved in planning at initial stages and as the case progressed via the multi-agency risk and vulnerability panels (MARVP). With the exception of children’s social care, these meetings had good attendance and were chaired well. We observed one of these panels and it was clear that these meetings often formalised risk management actions and decisions that had been decided on a day-to-day basis. YJS workers who presented information at these meetings did so with knowledge and authority. In one case, the worker had picked up on a small but significant change in the child’s communication, and understood that this meant a potential increase in violence. Without the case manager’s excellent communication with this child, a critical piece of information might have been overlooked.

The few cases that were eligible for MAPPAs were identified and referred quickly.

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

The YJS provides a wide range of interventions and services for children and young people. These are designed to build on the child’s existing strengths and interests. Parents and carers are engaged in the delivery of work. Home visits are used to form and maintain relationships with parents and carers.

The service also offers a time-limited voluntary intervention programme where children can be supported to complete work after their order has finished.

We saw numerous examples of service delivery tailored to meet children and young people’s individual needs. This included support for children from the Roma

community, those who were working, children in care and those with difficulties with engaging with professionals.

The 'Sheffield Strategy to Keep Care Experienced Young People Out of Trouble' provides guidelines for services working with children in care, including universal services, to promote non-offending lifestyles for young people in care. The strengths-based strategy focuses on improving opportunities to divert care-experienced young people from the criminal justice system and, where this can't be done, to provide support and fair treatment to encourage desistance from offending. It also promotes the use of restorative approaches within children's homes, and the YJS provides restorative practice and desistance training to residential and foster carers. The YJS, in partnership with South Yorkshire Police, has established a children in care police officer. They will work alongside the YJS, children's home staff and foster carers to prevent care-experienced young people from being criminalised for behaviour that could be dealt with more appropriately by other means.

Interventions most likely to support desistance were delivered in 12 of the 17 cases. In the five cases where interventions were not delivered as planned, this was because the child or young person did not engage. This was despite efforts by case managers. We saw good use of the 'Back on Track' panel, which is designed to deal with issues that are affecting compliance. If efforts to engage the child did not work then the child was taken back to court.

In one case the inspector noted:


*"The YJ worker has an innovative approach to engaging a complex and mistrusting young person. When he missed several appointments, the worker encouraged motivated and subsequently engaged him and his parents in a 'Back on Track' meeting. This was effective and resulted in him doing reparation on a farm, where he got positive feedback and an AQA certificate. The worker accompanied him and his parents to his first session on the farm to ensure that they were on Board with supporting attendance and encouragement. Further individual sessions were completed on victim awareness, 'One Punch', and peer influences. A speech and language assessment was commissioned, and the YOT were pro-active in progressing and challenging education provisions".*

Work to keep children safe and promote their wellbeing received good attention. Referrals made to partners, including child and adolescent mental health services, substance misuse services, accommodation services, and the criminal exploitation team, were acted on quickly. YJS workers coordinated and reinforced the work of others and other agencies in nine of the twelve cases where this was needed. In the three cases where work was not coordinated, YJS workers should have involved children's social care.

Work to reduce and manage risk of harm to others was delivered in 10 of the 15 cases where this was needed. In many cases, children had complex needs and time was spent establishing a relationship with the child or young person. On occasion, this delayed the delivery of work to reduce risk.

It was good to see that interventions and work to keep actual and potential victims safe were provided in all but one case. These included referrals to Remedi to provide victim-focused work, monitoring of restraining orders, use of curfews and joint work with specialists.

Operation Fortify is Sheffield's partnership approach to dealing with serious violence, organised criminality and child criminal exploitation. Fortify has several strands of work, and the YJS is an active participant in these. The child criminal exploitation team consists of staff and managers from social care, the YJS, CYTs, the multi-agency support team, and the integrated youth service, which focuses on prevention and diversion. YJS staff have had training and support to manage these specific risks. Working together, Fortify and the child criminal exploitation team are mapping and analysing trends and patterns of criminal activity. This is helping them to develop targeted interventions and actions.

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

Reviewing desistance was the strongest area of practice and better than reviewing of safety and wellbeing. Work is needed to improve the frequency and quality of reviews of risk of harm to others.

In most of the cases inspected (16 of 19), staff carried out regular reviews of the child or young person's desistance from crime. They routinely took a collaborative approach, with the child, partners and carers and other staff involved in the case. We were pleased to see that reviewing included custody staff and, in cases where the child lived out of area, the host YOT. Information-sharing was very good and we found evidence of changes being made to improve compliance.

Reviewing focused sufficiently on keeping the child or young person safe in three-quarters of relevant cases (11 from 15). While reviews looked at the measures in place to respond to previously identified issues, they did not always incorporate new safety issues.

In one case, a young person sustained serious injuries during a high-speed car crash, in a car driven by his friend. The case manager was effective in gaining information from the young person, his family, children's services and medical teams. The YJS worker was responsive to this information, amending their approach. However, there was no evidence that this significant change had resulted in a review of the young person's safety and wellbeing.

Risk of harm to others can change over time, and reviewing is a critical part of public protection work. Where there had been a change in risk factors, these were identified and responded to in seven of the eleven cases. This included one case where a young person committed several further assaults on other young people.

When cases had been identified as high risk, they were discussed at the monthly MARP. This was an effective system for reviewing risk management. However, when case managers underestimate the increasing risks, as we found, the cases will not be referred to this panel. These cases then miss this important level of scrutiny.

The views of parents and carers and the child or young person were less likely to be used in reviewing risk of harm occurring in 64 per cent of relevant cases. Reviews led to necessary changes in planning in just over half of the cases where it should have.

## Summary

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### **Strengths:**

- Planning is outstanding, providing a clear plan of work and approach for the child and young person and partnership workers.
- Assessment of desistance is strong, and supported by the assessments of specialist workers.
- There is good joint work with a range of partnership workers and agencies.
- Staff take a creative and persistent approach to working with children and young people.
- Work and services are adapted to meet individual needs.
- A very good range of universal, targeted and specialist services and interventions are available to reduce reoffending, keep children safe and manage risk of harm to others.


### **Areas for improvement:**

- Staff underestimate actual and potential safety and wellbeing concerns and risk of harm to others in some cases, especially in relation to risk of harm to children.
- Work with children's social care needs to be more consistent.
- Reviews of risk of harm to others need to consider the protection of victims.

### 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, thirteen in Sheffield. In each of those cases we inspect against four standards.

3.1 Assessment	Outstanding
Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	

The quality of assessment and planning for children and young people who receive an out-of-court-disposal is outstanding. This Staff provide a detailed and accurate assessment of offending- related needs and targeted plans to address these. Interventions and work are then undertaken in a manner that meets individual needs. National performance data shows that the numbers of children entering the criminal justice service for the first time has been reducing since 2016. This follows the national trend, and Sheffield YJS getting close to the national and regional averages.

The YJS carried out either short assessments, known as Youth Outcome Panel assessments (YOP), or the fuller AssetPlus assessment. The fuller assessment was completed if staff identified a high level of safety and wellbeing or risk of harm factors, or if the case was particularly complex. We saw both types of assessment.

In all but one of the thirteen cases we inspected, we found a detailed analysis of offending behaviour, acknowledgement of responsibility and levels of maturity and motivation.

As we found with the court disposals, particular attention was given to the child's family situation and any diversity or individual needs. Barriers to desistance were assessed, and where these were structural, including exclusion from school, information was sought to help build a picture of the reasons and factors that contributed to the offence.

Where there was a victim, their views and wishes were obtained and used to inform the assessment. Assessments were undertaken swiftly and recorded. This meant that the panel had information to base their decision on quickly, and children did not have delays to a decision being made.

Assessments of safety and wellbeing were sufficient in 85 per cent of cases, drawing on information held by others and identifying previous concerns. Classifications of safety and wellbeing were accurate and undertaken in good time, and clearly specified if further enquiries were needed.

In four cases, the analysis of safety and well-being could have been better, and in two of these cases the children were known to children's social care. The assessments recorded that they were known, but did not consider whether the reasons they were known contributed to offending or would prevent desistance.


Overall, the assessments of risk of harm to others were good. Risk of harm factors were evident in 12 of the 13 cases, and these had been identified by the case



manager. Information from other assessments, including those from speech and communication therapists, substance misuse workers and other health practitioners, was used well and provided by the specialists within short timescales.

Classification of risk of harm was generally accurate. The following comment was made by an inspector:

*“Assessment both reflected and analysed the index offence and utilised information from education representatives about previous school exclusions for violence, and from police intelligence on aggressive behaviour. This led to an appropriate judgement of medium risk of harm classification”.*

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

Planning for desistance was well informed. It set out the services and interventions most likely to prevent further offending. These were tailored to meet individual needs, and built on strengths. Children and young people had access to a wide range of interventions and services. Sheffield had taken the decision to give children and young people up to three months to complete work on an out-of-court disposal. This is longer than we often see. This time was used to give children time to build relationships with workers and allow for interventions to take place. Planning for desistance was not always proportionate. We found that children and young people were given a number of interventions and reparation. In a third of cases, we questioned the level of interventions, as the number of interventions could be the same as for children on a referral order. Consideration should be given to the intensity of work with those children and young people and whether it is proportionate.


Planning to keep children safe and promote their wellbeing was timely and well targeted. Where other agencies were involved, plans were coordinated. Referrals for support for the family were made when needed, including parenting support from early help. Links with the CYTs allowed YJS workers access to a range of community-based support and diversionary activities.

In one case, we noted that:

*“As the young person is assessed as having high safety and wellbeing concerns, planning involves multi-agency meetings hosted by both children's services and the YJS. The MARP ensures that planning incorporates objectives set by children's services; and the YJ worker is proactive in ensuring planning avoids duplication.”*

In the cases where children had safety and wellbeing issues, we saw good information-sharing and planning that involved other agencies, including schools. In one case of an assault in a school, ongoing monitoring was planned. We found a number of examples of good exit-planning. YJS workers made sure that children were linked to ongoing support once they had completed work with the YJS.

Planning to keep other people safe was thorough, undertaken quickly and shared with other relevant agencies. In all but one case, the needs and wishes of victims were included in planning. The MARP panel provided oversight of those who posed the most risk to others. This worked alongside ongoing advice and oversight provided by line managers.

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

Children and young people accessed a wide range of targeted and timely interventions to promote desistance, keep them safe and manage risk of harm to others. They were able to access the same range of specialist services as children on court orders. In all but one case, interventions were provided quickly and were well sequenced.

Staff carefully considered how and where work would be done, and we saw them using a variety of communication methods, including home visits, telephone and text and face to face meetings. Children’s compliance was good.

There was a strong emphasis on building relationships, which meant that children and young people would go on to see workers from other agencies, including those they had previously refused to see. In a number of cases children went on to receive support from substance misuse services.


Where needed, staff from the YJS and CYT made referrals to children’s social care. The outcome of these referrals was not always clear.

In most cases, victim awareness work was undertaken. This helped children to understand the impact of their actions. Restorative justice was considered and used where appropriate.

Work to manage risk of harm was completed well and given sufficient priority. Violence against the person was the most common reason for a child receiving an out-of-court disposal, and interventions had been tailored to take account of this.

In one of these cases the inspector noted:

*“Interventions in relation to knife crime were successfully delivered and reviewed. Street Doctors delivered a session and the case manager undertook one-to-one work linked to harm, including the ‘One Punch’ intervention and work on the implications of ‘Joint Enterprise’”.*

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

The out-of-court process uses a multi-agency Youth Outcome Panel (YOP), and the work is shared between the YJS and the CYT. Cases are referred through the police

officers seconded to the YJS. They ensure that the file is fully complete before it is decided which service the case will be allocated to. Decisions are based mainly on offence type, but team managers will liaise with each other to determine what is in the best interest of the child if they are previously known to either service. Case managers then undertake assessment of offending related needs using YOP assessment. This tool has been developed as a shorter assessment. It considers information from other agencies and all aspects of risk. An AssetPlus assessment is then completed for young people assessed as 'high' in any of the domains.

Decision-making on out-of-court disposals is undertaken jointly at the YOP. This panel was developed in response to a high number of youth cautions being given by the police. A youth justice manager is Chair of the YOP, and the panel also includes the CYT manager, a representative from CAMHS, a police officer and the victim worker. We saw evidence that members of the panel appropriately challenge each other when deciding appropriate disposals. This is relevant when the view of the victim is shared and a balance must be found in terms of the disposal. Sometimes police video evidence is used in the panel so that the severity of the offence (especially with regard to public order and assaults) can be viewed. This gives the panel relevant information on which to base its decision.

The staff member who has produced the assessment does not attend the panel. This means that, on occasion, the panel has to make an assumption rather than seek clarification.

Recommendations made in assessments were based on the child's level of maturity and acceptance of responsibility. However, from the 13 cases we assessed, 4 recommendations were not proportionate. We found that the panel considered each recommendation and then gave a clear rationale for their decision.

Outcomes are delivered by seconded police officers in one of three local venues and case managers complete the intervention in a three-month period.

Panel membership is under review and a health liaison and diversion worker is due to join the panel. There is no representative from early help or children's social care. This would be beneficial and ensure that children are signposted to the correct agency for welfare and safeguarding needs. Any cases with a high level of concern go through the safeguarding hub. However, discussions are not always recorded, which can mean the evidence that is needed in the future is not available if children's social care and the YJS are building a picture of escalating concerns. There are still concerns about safeguarding thresholds and children's social care's understanding of safeguarding when children are at risk of exploitation. The YJS has access to the social care system, Liquid Logic; however, social care staff do not have access to the YJS's Core Plus system.

The time period and level of interventions for out-of-court disposals were very similar to those for some referral orders. We could not be assured that children understood that interventions for youth outcomes, other than a youth conditional caution, were voluntary.

As Remedi, the service commissioned to deliver victim and reparation services, was on the panel, there was a potential conflict of interest. No systems were in place to mitigate this.

## Summary

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### **Strengths:**

- There are good processes in place for sharing information and making joint decisions.
- Assessment, planning and delivery of services are outstanding. High-quality and in-depth assessments lead to targeted planning.
- Children and young people can access the same wide range of services as children on court orders.
- There is good exit planning to provide ongoing support to children and families once the interventions have ended.

### **Areas for improvement:**

- No representatives from children's social care currently attend the YOP panel. They could help to signpost children to early help services.
- We were not assured that children understood that interventions were, in the main, voluntary.

## Annex 1 – Methodology

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The inspection methodology is summarised below, linked to the three domains within our standards framework. Our focus was upon 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 interim director of children's 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 and young people who have offended are improved?
- What are your priorities for further improving these arrangements

During the main fieldwork phase, we surveyed individual case managers, asking them about their experiences of training, development, management supervision and leadership. Various meetings and focus groups were then held, allowing us to triangulate evidence and information.

### **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 19 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 13 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

In this inspection, we conducted a detailed examination of a sample of 19 post-court cases and 13 out-of-court disposals. In each of those cases, we inspect against four standards: assessment, planning, implementation/delivery and reviewing. Within 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.

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'.

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

Lowest banding (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 0-36, which is banded to produce the overall rating, as follows:

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

# 1. Organisational delivery

Standards and key questions	Rating
<p><b>1.1. Governance and leadership</b></p> <p>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.</p> <p>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?</p> <p>1.1.2. Do the partnership arrangements actively support effective service delivery?</p> <p>1.1.3. Does the leadership of the YOS support effective service delivery?</p>	<b>Good</b>
<p><b>1.2. Staff</b></p> <p>Staff within the YOS are empowered to deliver a high-quality, personalised and responsive service for all children and young people.</p> <p>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?</p> <p>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?</p> <p>1.2.3. Does the oversight of work support high-quality delivery and professional development?</p> <p>1.2.4. Are arrangements for learning and development comprehensive and responsive?</p>	<b>Outstanding</b>
<p><b>1.3. Partnerships and services</b></p> <p>A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children and young people.</p> <p>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?</p> <p>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?</p>	<b>Good</b>

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

<b>1.4. Information and facilities</b>	<b>Good</b>
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
<b>2.1. Assessment</b>	<b>Good</b>
Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	
2.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	89%
2.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	68%
2.1.3. Does assessment sufficiently analyse how to keep other people safe?	68%
<b>2.2. Planning</b>	<b>Outstanding</b>
Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	



2.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?	100%
2.2.2. Does planning focus sufficiently on keeping the child or young person safe?	86%
2.2.3. Does planning focus sufficiently on keeping other people safe?	87%

<b>2.3. Implementation and delivery</b>	<b>Good</b>
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	

2.3.1. Does the implementation and delivery of services effectively support the child or young person's desistance?	76%
2.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person?	79%
2.3.3. Does the implementation and delivery of services effectively support the safety of other people?	73%

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

2.4.1. Does reviewing focus sufficiently on supporting the child or young person's desistance?	84%
2.4.2. Does reviewing focus sufficiently on keeping the child or young person safe?	73%
2.4.3. Does reviewing focus sufficiently on keeping other people safe?	64%*

\* Limited professional discretion applied to this rating.

### 3. Out-of-court disposals

Standards and key questions	Rating and % yes
<p><b>3.1. Assessment</b></p> <p>Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.</p>	<b>Outstanding</b>
3.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	92%
3.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	85%
3.1.3. Does assessment sufficiently analyse how to keep other people safe?	85%
<p><b>3.2. Planning</b></p> <p>Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.</p>	<b>Outstanding</b>
3.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?	92%
3.2.2. Does planning focus sufficiently on keeping the child or young person safe?	86%
3.2.3. Does planning focus sufficiently on keeping other people safe?	88%
<p><b>3.3. Implementation and delivery</b></p> <p>High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.</p>	<b>Outstanding</b>
3.3.1. Does service delivery support the child or young person's desistance?	90%
3.3.2. Does service delivery effectively support the safety of the child or young person?	80%
3.3.3. Does service delivery effectively support the safety of other people?	88%
<p><b>3.4. Joint working</b></p> <p>Joint working with the police supports the delivery of high-quality, personalised and coordinated services.</p>	<b>Good</b>

- |  |      |
|--|------|
| 3.4.1. Are the YOT's recommendations sufficiently well-informed, analytical and personalised to the child or young person, supporting joint decision-making? | 77%  |
| 3.4.2. Does the YOT work effectively with the police in implementing the out-of-court disposal?  | 100% |

## Annex 3 – Glossary

<b>AssetPlus Asset+</b>	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.
<b>Community Resolution</b>	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 generic term, in practice many different local terms are used to mean the same thing.
<b>Court disposals</b>	The sentence imposed by the court. Examples of youth court disposals are referral orders, youth rehabilitation orders and detention and training orders.
<b>CP</b>	Child Protection: Work to make sure that that all reasonable action has been taken to keep to a minimum the risk of a child experiencing significant harm.
<b>CSE and CE</b>	Child Sexual Exploitation, is a type of child abuse, occurring when a child or young person is encouraged, forced and manipulated to take part in sexual activity for something in return, for example presents, drugs, alcohol or emotional attention. Criminal Exploitation occurs the children and young people when they are exploited, forced or coerced into committing crimes.
<b>Curfew</b>	Restrictive intervention requiring a service user to remain at an agreed address during a pre-determined period. The curfew may be monitored electronically (electronic tag) or by the Police (doorstep curfew).
<b>CYT</b>	Community Youth Teams are Sheffield's outreach and youth work teams. They deliver interventions to children and young people who have community resolutions.
<b>Desistance</b>	The cessation of offending or other antisocial behaviour.
<b>DTO</b>	Detention and Training Order Prison sentence for a child or young person. The length is specified by the Court child or young person is placed in either a Secure Children's Home (SCH), Secure Training Centre (STC) or Young Offenders Institution (YOI).

	The placement is dependent upon age and vulnerability. The DTO will have both custodial and community elements, when the child or young person will be released on license.
<b>Enforcement</b>	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.
<b>ETE</b>	Education, training and employment: work to improve learning, and to increase future employment prospects.
<b>FTE</b>	First-time entrants: A child or young person who receives a statutory criminal justice outcome (youth caution, youth conditional caution or conviction) for the first time.
<b>HMIP</b>	Her Majesty's Inspectorate of Probation.
<b>HMPPS</b>	Her Majesty's Prison and Probation Service: a government department responsible for carrying out sentences given by the courts, in custody and the community.
<b>LA</b>	Local Authority. YOTs are often a team within a specific Local Authority.
<b>Learning Style</b>	A theory that individuals have a preferential way to absorb, process, comprehend and retain information. They can include, for example, solitary or group learning, discussion or practical teaching styles.
<b>MAPPA</b>	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.
<b>NEET</b>	Children or young people not in any form of full or part-time education, training or employment
<b>Out-of-Court Disposal (OCD)</b>	The resolution of a normally low-level offence, where it is not in the public interest to prosecute, through a community resolution, youth caution or youth conditional caution
<b>Personalised</b>	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.

<b>Protected Characteristics</b>	Defined by the Equality Act 2010 as age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity.
<b>Risk of Serious Harm</b>	Risk of Serious Harm (ROSH) is a term used in AssetPlus. All cases are classified as presenting either a low/ medium/ high/ 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/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.
<b>RO</b>	Referral Order: A restorative Court Order which can be imposed when the child or young person appearing before the Court pleads guilty, and whereby the threshold does not meet a Youth Rehabilitation Order.
<b>Safeguarding</b>	A wider term than child protection and involves promoting a child or young person's health and development and ensuring that their overall welfare needs are met.
<b>Safety and Well-Being</b>	AssetPlus replaced the assessment of vulnerability with a holistic outlook of a child or young person's safety and well-being concerns. It is defined as "...those outcomes where the young person's safety and well-being may be compromised through their own behaviour, personal circumstances or because of the acts/omissions of others" (AssetPlus Guidance, 2016).
<b>Street Doctors</b>	Street Doctors uses volunteer healthcare students teach lifesaving skills to young people at risk of youth violence across the UK.
<b>YC</b>	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.
<b>YCC</b>	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.

<b>YOT/YOS</b>	Youth Offending Team, 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.
<b>YOT Management Board</b>	The YOT Management Board holds the YOT to account to ensure it achieves the primary aim of preventing offending by children and young people.
<b>YOP</b>	Youth Outcome Panel is the name of Sheffield's out of court disposal scheme.
<b>YRO</b>	Youth Rehabilitation Order: Overarching community sentence to which the Court apply requirements (e.g. Supervision requirement, Unpaid Work etc).
<b>YJB</b>	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.



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