



Her Majesty's
Inspectorate of
Probation

An inspection of youth offending services in

Southampton

HM Inspectorate of Probation

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Acknowledgements

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The role of HM Inspectorate of Probation

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We 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 high-quality services. We are independent of government, and speak independently.

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Foreword

This inspection is part of our four-year programme of youth offending service (YOS) inspections. We have inspected and rated Southampton YOS across three broad areas: the arrangements for organisational delivery of the service, the quality of work done with children and young people sentenced by the courts, and the quality of out-of-court disposal work.

We have given Southampton YOS an overall rating of 'Good'.

Reductions in staffing and resources over recent years have resulted in challenges for those working directly to deliver services to children and young people. Staff are holding higher-than-average caseloads and this has hampered some areas of practice. However, we found a highly motivated team whose engagement with children and young people is 'outstanding' in both post-court and out-of-court work. There is a positive ethos among staff of working constructively to achieve good outcomes. Staff are committed, creative and have high aspirations for the children and young people they work with. There is a strong focus on capturing the views and perspectives of children and young people and using them to influence and shape service delivery.

The YOS manager is a strong advocate for the service and is well respected across the partnership, though a high level of confidence in the ability of the YOS management team may have resulted in an absence of scrutiny and effective support from the YOS Management Board. Statutory and non-statutory partners are represented on the Board but attendance is inconsistent. Partners do not continuously and effectively advocate for the YOS in their own agencies to promote access to mainstream services, such as education. The Board and senior leaders have not been effective enough in addressing health and safety issues in the YOS premises, despite staff reporting that they feel unsafe.

Procedures for the delivery of out-of-court work lack clarity, and decision-making is inconsistent. In some cases, criminal justice outcomes were more formal than necessary, and children and young people did not always get the chance of a community resolution when it would have been proportionate and appropriate. This is particularly significant when considering the high rate of children and young people entering the criminal justice system in Southampton.

Our inspection found that Southampton YOS has areas of strength that can form the basis for swift progress. In this report we make a number of recommendations that will enable the YOS, the local authority and the partnership to make important improvements in its services for children and young people who have offended.



Justin Russell
Chief Inspector of Probation

Overall findings

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



Organisational delivery

We interviewed six case managers, the YOS service manager and the chair of the Management Board and held focus groups with other members of the Board and other key stakeholders, partners and staff.

Based on this evidence, our key findings about organisational delivery were as follows:

- There is a strategic vision of Southampton as a 'child-friendly' city, clearly stated values and a commitment to developing restorative practice.
- The staff are highly motivated, skilled and creative in engaging young people. There are, however, too few of them and this has negatively impacted on some areas of practice.
- The management team produces good-quality data reports that provide a clear understanding of the profile of children and young people and their desistance needs.
- There is a commitment to consulting with children and young people and involving them in improving services.

But:

- The Management Board needs to be more effective in holding the YOS and its partners to account.
- Although statutory and non-statutory partners are represented on the YOS Management Board, their attendance is sporadic.
- The seconded probation officer post has been vacant for some time, which adversely affects prompt information-sharing and the transition of cases.
- The YOS premises are unsuitable: there are health and safety concerns, facilities are not child-friendly and many staff feel unsafe working there.
- Processes for out-of-court work are not clear, decision-making is not consistent and outcomes are not always proportionate.
- The partnership is not meeting the educational needs of children and young people effectively.
- Management oversight is inconsistent, being more effective in post-court cases than it is in out-of-court work.



Court disposals

We assessed 22 cases managed by the YOS that had received a court disposal six to nine months before we visited. Based on an analysis of these case files and interviews with the relevant case managers, our key findings about court disposals were as follows:

- Implementation and delivery of interventions and the reviewing of assessments are outstanding.
- Management oversight is effective in most cases.
- Staff consistently build positive working relationships with children and young people as well as their parents/carers.
- A strengths-based approach to working with children and young people is embedded in the service.
- There is good recognition of the diversity factors in children and young people's lives.

But:

- Planning does not focus sufficiently on keeping children and young people and other people safe.
- Plans do not always set out how objectives will be achieved, and contingency planning is weak.
- Assessments do not give sufficient attention to the needs and wishes of the victim(s) and opportunities for restorative justice.
- Implementation and delivery of interventions are made difficult because of issues with premises and high caseloads.
- The completion of assessments is not always timely.
- Written reviews are not completed in all cases.



Out-of-court disposals

We reviewed 15 cases managed by the YOS that had received an out-of-court disposal at least three to five months before we visited. Based on an analysis of these case files and interviews with the relevant case managers and, where necessary, others significantly involved in the case, our key findings about out-of-court disposals were as follows:

- Engagement with children and young people in out-of-court disposal interventions is outstanding.
- Planning is proportionate to the disposal type, with interventions capable of being completed within appropriate timescales.
- The YOS works effectively with the police in implementing the out-of-court disposals.
- In most cases, assessments sufficiently analyse how to keep other people safe.

But:

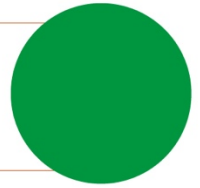
- The YOS does not meet with the child or young person or complete an assessment prior to decision-making, and so recommendations are not always well-informed, analytical and personalised to the child or young person.
- Assessments do not always sufficiently analyse how to keep the child or young person safe.
- Planning to keep other people safe, particularly contingency planning, requires improvement.
- Planning does not focus sufficiently on keeping the child or young person safe.
- Delays in the completion of assessments affected their quality.
- Not all relevant out-of-court disposal cases are discussed at the joint decision-making panel, and outcomes are not always consistent and proportionate.

Service: Southampton Youth Offending Service

Fieldwork started: September 2019

Overall rating

Good



1. Organisational delivery

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

2. Court disposals

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

3. Out-of-court disposals

3.1	Assessment	Requires improvement	
3.2	Planning	Requires improvement	
3.3	Implementation and delivery	Outstanding	
3.4	Joint Working	Requires improvement	

Recommendations

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

Southampton City Council and its partners should:

1. resource the YOS sufficiently for it to work effectively to prevent and reduce offending, protect others, and protect the safety and wellbeing of children and young people
2. make sure the educational needs of all children and young people are understood and that they have access to high-quality education and training services that are matched to their needs
3. make sure that services are delivered in premises that are safe, suitable and accessible for children and young people, as well as staff.

The Chair of the Southampton YOS Management Board should:

4. hold both the YOS and its partners to account for their performance, ensure that Board members scrutinise the delivery of youth justice services (including out-of-court work), challenge each other, and advocate for children and young people in their own services.
5. understand the reasons for and try to reduce the disproportionate number of black and minority ethnic children and young people in the service.

The YOS manager should:

6. make sure that planning in individual cases to manage risk of harm to others, and to address safety and wellbeing factors, is of good quality, clearly recorded and gives sufficient attention to contingency arrangements
7. improve the quality of assessment in out-of-court disposal work.

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 – instead, they were dealt with out of court. HMI Probation inspects both these aspects of youth offending services.

YOTs are statutory partnerships, and they are multidisciplinary, to deal with the needs of the whole child. They are required to have staff from local authority social care services, 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.

Southampton YOS disaggregated from Wessex Youth Offending Team in 2012 and, as a result, lost some services and resources, such as prevention and parenting. The service currently sits within the Integrated and Specialist Service (ISS) in the Children and Families Directorate of Southampton City Council following a restructure of services in October 2017, when it moved from the Education and Early Help services. The current YOS manager has been in post since 2017. The ISS lead chairs the YOS Management Board.

The rate of first-time entrants to the criminal justice system in Southampton has been reducing but remains significantly higher than the national average. The out-of-court joint decision-making panel issues small numbers of community resolutions. In most cases, a youth conditional caution is the outcome, and this results in the child or young person becoming a first-time entrant to the criminal justice system. The rate of children and young people in Southampton who are sentenced to custody has been reducing but remains above the national average. Reoffending rates are in line with the rest of England and Wales. Over the past 12 months, there has been a notable rise in serious youth violence in Southampton, and increased concerns about child criminal exploitation.

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

Contextual facts

First-time entrant
(rate per 100,000)

357

Southampton

236

England and Wales ³

Reoffending rates

39.3%

Southampton

39.2%

England and Wales ⁴

Caseload information ⁵

Age (years)

10-14

15-17

Southampton

23%

77%

National average

24%

76%

Race/ethnicity

White

Black and minority ethnic

Unknown

Southampton

76%

18%

6%

National average

71%

26%

4%

Gender

Male

Female

Southampton

82%

18%

National average

84%

16%



Population information

252,796

Total population of Southampton ⁶

19,591

Total youth population of Southampton ⁶

3,215

Total black and minority ethnic youth population of Southampton ⁷



³ Youth Justice Board. (2019). *First-time entrants, January to December 2018*.

⁴ Ministry of Justice. (2019). *Proven reoffending statistics, October 2016 to September 2017*.

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


⁶ Office for National Statistics. (2019). *UK population estimates mid-2018*.

⁷ 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 inspected against four standards relating to the quality of governance and leadership, the staff, partnerships and services, and information and facilities.

1.1 Governance and leadership	Requires improvement
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.	

Southampton YOS disaggregated from Wessex Youth Offending Team in 2012, resulting in the loss of some provision and services, such as those for prevention and parenting. Since then, YOS staff and managers have felt the impact of reduced resources and increasing and more complex workloads, which they have struggled to manage. The YOS manager provides the Management Board with regular, detailed reports, including on performance and risks to service delivery. The reports are of good quality, providing narrative and analysis. However, we are concerned that workload pressures, and other challenges facing the YOS, are not adequately understood by the Board and, because of this, we have rated governance and leadership as 'requires improvement'.

Ambitions for children and young people are outlined explicitly in local authority and policing strategies and priorities. There is an intention that services should listen to the voice of children and young people and work restoratively with them and their families to meet their needs and improve their life chances. We found that Southampton YOS is actively striving to achieve these aims and doing some effective work, despite facing significant challenges.

Following a restructure of services in October 2017, the YOS became part of the Integrated and Specialist Services (ISS) within the Children and Families directorate of Southampton City Council. Prior to the restructure, the service sat within the Education and Early Help services. The ISS lead chairs the YOS Management Board. A youth justice plan and an operational improvement plan, both signed off by statutory Board members, set the direction for the service. However, monitoring delivery against the plans has been hindered by inconsistent attendance at Board meetings from some members, including key partners such as children's social care and education. We also found that representatives are not always of the right seniority, which hampers swift decision-making and progress.

A YOS Management Board handbook includes induction arrangements and background context for Board members. The engagement of the core statutory partners is also supported by a joint working agreement. Despite this, representatives are not clear about their role and responsibilities in relation to the YOS. The YOS manager recently arranged an awayday for Board members to look at the function of the Board. The event, hosted by a national youth justice specialist, had poor attendance from members; only one of the Board members we met had been present.

The YOS is currently without a seconded probation officer. Efforts to address this have not been successful and it is not clear when this will be resolved. We were not

confident that Board members appreciated the impact of this gap on service delivery and on the already pressurised YOS staff team. We also found that not all strategic partners are effectively supporting the YOS by addressing the needs of children and young people in their own agencies. For example, less than half of post-16 young people have education, training and employment (ETE) provision, and the Board is not considering the barriers they face in accessing local colleges and training provision.


Almost a third of school-age children are not receiving their full legal entitlement to education, largely because of the use of reduced timetables in some schools. We were not made aware of any direct action taken to address this. The service manager for education strategy, planning and improvement joined the Board very recently and has identified this as an immediate priority to be addressed.

If the Board is to be effective in assisting the YOS to deliver its strategic priorities, members need to be active in their attendance at Board meetings and in their support of YOS children and young people within their own agencies. Work to promote desistance, manage safety and wellbeing, and protect the public is complex. It requires a holistic response driven at a strategic level to reduce any barriers.

We were pleased to see that a joint strategic assessment of health needs is being completed by the YOS and Public Health England. This will help the partnership better understand the health needs of YOS children and young people. It will also assist in appraising the suitability of the health provision currently in place, especially given the waiting lists for child and adolescent mental health services (CAMHS) which is making it difficult to transition cases from the YOS when they reach the end of their YOS orders. The Office of the Police and Crime Commissioner allocates funding across four local authorities; however, the allocation formula does not consider offences committed by children. Therefore, as Southampton has a greater level of youth crime and serious youth violence than some other areas, its funding does not match the level of need.

Processes for the delivery of out-of-court disposals are unclear, and we were concerned about the appropriateness of some decisions made. Inspectors noted a number of cases where youth conditional cautions (YCCs) were agreed by the joint decision-making panel when a community resolution would have been suitable. In many cases, children and young people are referred to the YOS for support when a community resolution has already been agreed by the police without any input from the YOS. Overall, there is a lack of consistency in decision-making. Leaders should consider how current processes may be linked to high numbers of first-time entrants, and whether resources are sufficient to facilitate improved delivery of out-of-court disposal work.

The management team conveys key strategic messages to staff and partners effectively. Just under three-quarters of staff are aware of the vision and the strategy, and almost all staff feel sufficiently updated on strategic issues such as the budget, legislation and staffing issues. The leadership team is committed to delivering the vision and strategy of the youth justice plan and the wider local authority ambition to make Southampton 'child-friendly', and we saw evidence of this in the casework we inspected. Most staff who responded to our survey felt the management team listened to and acted on their views, ideas and opinions.

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.	

Since 2017 there has been some change in personnel. There have also been some gaps in staffing due to sickness and recruitment, and this is not yet completely resolved. There has been a focus on developing a skilled team and creating a positive culture to support improvements in practice. The staff we met were highly motivated and committed to improving the lives of the children and young people they work with. Their creative practice and tenacious approach promote positive engagement with children and young people and their families, which was evident in our inspection of service delivery.

The YOS has seen a reduction in posts over the past five years due to budget reductions. At times this has resulted in full-time staff holding over 20 cases each, the highest we have seen so far in this inspection programme, which raises concerns about capacity and sustainability. Workloads are actively managed and cases are allocated appropriately to staff based on their skill and experience. Cases involving harmful sexual behaviour are jointly allocated to a YOS worker and a CAMHS practitioner, although capacity issues have sometimes been a barrier to achieving this. There is a court duty system and an office duty arrangement in place to cover periods of leave and staff absence.

The staff team are skilled and experienced and come from a variety of professional backgrounds. We noted, however, that the ethnic diversity of the workforce does not reflect that of the children and young people, and there should be efforts to address this. Most staff who responded to our survey felt they have the skills and knowledge they need to deliver effective work. Training plans are in place, but the service could improve succession planning by creating new development opportunities to ensure service continuity for the long term. Unfortunately, not all volunteers feel supported and trained, and this requires attention so that they feel better included and equipped for their roles.

Although there is an induction process for staff, some newer staff members could benefit from additional support and guidance in implementing procedures and using AssetPlus. Almost all relevant staff have a current appraisal and reported that they found it to be valuable. We saw evidence that under-performance was identified and addressed, and managers reported that they received effective support from the human resources department. The service has a workforce development strategy. In the past 12 months, staff have completed a variety of training, including trauma in youth justice, contextual safeguarding, structured assessment of violence risk in youth (SAVRY), and AIM3 training is pending. Almost all staff responding to our survey said that their training and development needs were mostly or fully met.

Regular supervision is delivered, poor performance is addressed and staff report that cultural changes over the past 12 months has improved morale in the team. Most staff feel their managers are supportive, knowledgeable and approachable. In over three-quarters of domain two cases, we assessed that management oversight was effective. However, we assessed it to be sufficient in only just over half of domain three cases, which correlates with our overall findings on out-of-court disposal work. Staff have access to case formulation sessions with a psychiatrist from CAMHS, who

assists in the management of high-risk cases. In addition, there is a multi-agency high-risk panel where cases are discussed and plans are put in place.

Good practice is celebrated by the management team. Colleagues nominate staff for a weekly internal award, and good news stories are shared. Staff reported that they felt appreciated and valued by the YOS managers.

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.	

The YOS has a good understanding of the profile and needs of the children and young people it works with, and pays attention to the types of offences committed and sentencing patterns. The service anticipates future demands, such as the need for increased resources to improve out-of-court disposal work and reduce the number of first-time entrants. However, there are some challenges in accessing services to assist with reintegrating children and young people. Less than half of the staff responding to our survey felt that they had consistent access to the necessary services to meet the needs of children and young people. This view was shared by over half of the volunteers we consulted. Sentencers report that they are satisfied with YOS delivery, despite their view that “the range and intensity of services available has suffered in recent years”.

In the past 12 months, the YOS seconded probation officer allocation has been reduced from one full-time to one part-time post. The position is currently vacant, which is impacting on workloads and the transitioning of cases to adult services. There is no identified probation point of contact to cover the gap. At the time of the inspection, the YOS seconded police officer post was not filled due to long-term sickness. Although there are cover arrangements for the joint decision-making panel, there is no consistent representative.

For health provision, the YOS team has two CAMHS workers. When the children and young people they are working with reach the end of their YOS interventions, they cannot always be transferred into mainstream CAMHS due to waiting lists, and so the YOS CAMHS workers continue to work with them. This has affected their capacity to take on new cases and a backlog is beginning to develop. The YOS has been without substance misuse provision for some time, but has recently secured provision for three days a week. It is monitoring throughput of cases to assess if this is sufficient.

The YOS has one full-time education worker who works with children and young people of all ages who have an educational need. Data provided during the inspection indicated a high level of need within the school-age cohort, with 67 per cent identified as having special educational needs (SEN). Ten per cent do not have a school placement and twenty-two per cent are subject to reduced school timetables.


The ‘Step Programme’ is provided locally to offer education, training and employment (ETE) support to young people over the age of 16. The impact of this provision needs to be evaluated, given that less than half of this cohort are engaged in suitable ETE. Access to a local college can be difficult for some young people, particularly those who have an education, health and care plan. Those identified as having social, emotional and behavioural difficulties can encounter barriers in

accessing further education. The local authority needs to analyse outcomes for this group of young people to ensure they have equal access to suitable opportunities to support future desistance.

The missing, exploited and trafficked (MET) multi-agency meetings support the safeguarding of vulnerable children and young people through information-sharing and planning. Mentors are allocated to young people in cases where concern is high and thresholds are met. We noted some effective joint work in these cases. However, not all staff are clear about access to the Early Help service, and more clarity is needed about the remit of the YOS inclusion and diversion team and referral pathways to Early Help via the multi-agency safeguarding hub (MASH).

The YOS team has three restorative practitioners who lead on the delivery of services to victims and in promoting restorative approaches in all elements of practice. The staff have been involved in training other professionals, including teachers, to promote restorative practice in schools. The Restorative Justice Council, the independent third-sector membership body for restorative practice, has accredited the service for its work, and the partnership recognises that the restorative approach of the YOS has formed the basis for wider strategic ambitions. Although this is positive, there was not enough focus on victim work in all elements of the casework we looked at, and this needs to be an area of attention for the YOS.

The YOS delivers most interventions to children and young people on a one-to-one basis, but there is some groupwork provision, such as the 'Take a risk' group programme, which focuses on victim issues and weapons awareness. There are generally opportunities for children and young people to engage with local arts organisations to complete projects for which they can gain accreditation. The Saints Foundation, the charity of Southampton Football Club, offers a specific targeted intervention for young people on out-of-court disposals, focusing on engaging them through the medium of sport.

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.	

We have rated information and facilities as 'Requires improvement', largely due to our assessment of the YOS premises and its suitability for the effective delivery of services. The three interview rooms in which staff deliver their interventions are too small, have no windows and are not child-friendly. We observed serious environmental concerns affecting the outside of the building that require urgent attention. The layout of the reception area makes it very difficult for staff to manage any situations of conflict, and incidents have escalated as a result. The YOS building is in a high-crime area, and both staff and children and young people feel concerned for their safety when arriving and leaving.

We are pleased that the service has a youth engagement strategy that supports a genuine commitment to the development of this area of work. The YOS manager meets children and young people every school half-term to gain their views about service delivery. YOS children and young people have met staff from the Special Educational Needs and Disability (SEND) team to discuss their experiences, and children and young people have formed part of YOS staff interview panels. There is

evidence that children and young people's feedback has influenced the design and development of elements of YOS provision in some areas, and there are plans to develop this further.

The service has a suite of policies and procedures, which are understood by most staff. Staff know how to access most services from partners and providers, but they are not fully aware of social care thresholds and so they do not always know when to escalate issues to managers if they come across barriers when making referrals. Although managers highlight the significance of speech, language and communication support for YOS children and young people, many staff were not clear how they would access this if needed.

The YOS ICT systems support the production of good-quality management information reports, which are used to assess and manage YOS service delivery. A live tracker is used to enable the YOS to assess performance in 'real time', which provides a prompt response to need. Staff report that the Coreplus recording database is reliable and efficient, and they can directly access children and young people's social care records to assist them with assessments. Police colleagues regularly share information to support the effective management of risk. Although YOS staff would prefer to work with children and young people away from the office environment, due to the concerns about its suitability, they do not have laptops to support a flexible working approach and enable them to record their work promptly.

The management team undertakes regular quality assurance and uses the findings to focus on improving the quality of assessments and inform improvement plans. The impact of improvement work has been delayed due to limited management capacity. The YOS was included in our thematic inspection of out-of-court disposals published in 2018,⁷ and it was disappointing that it has not yet implemented the recommendation of that inspection report. The YOS manager is aware of best practice in this area and the need to review and improve ways of working, but the current service resources present a challenge in implementing this.

The YOS management has identified issues of disproportionality but the reasons for them require greater analysis. Understanding and planning to address the over-representation of black children in the YOS cohort require attention at operational and strategic levels. Within the custody cohort, this disproportionality is more pronounced.

During the inspection, we found that staff and managers were responsive and reflective, with a drive to learn and improve. The service has invited a peer audit, and in May 2019, the Director for Children's Services commissioned independent consultants to undertake a review of the YOS; their guidance and recommendations have been used to inform the service improvement plan.

⁷ HM Inspectorate of Probation and HM Inspectorate of Constabulary, Fire and Rescue Services (March 2018) *Out-of-court disposal work in youth offending teams*.
<https://www.justiceinspectorates.gov.uk/cjji/inspections/out-of-court-disposal-work-in-youth-offending-teams/>

Summary

Strengths:

- There is a strategic vision of Southampton as a 'child-friendly' city, clearly stated values and a commitment to developing restorative practice.
- The staff are highly motivated, skilled and creative in engaging children and young people. There are, however, too few of them, and this has negatively impacted on some areas of practice.
- The management team produces good-quality data reports that provide a clear understanding of the profile of children and young people and their desistance needs.
- There is a commitment to consulting with children and young people and involving them in improving services.

Areas for improvement:

- The Management Board needs to be more effective in holding the YOS and its partners to account.
- Although statutory and non-statutory partners are represented on the YOS Management Board, their attendance is sporadic.
- The seconded probation officer post has been vacant for some time, which adversely affects prompt information-sharing and the transition of cases.
- The YOS premises are unsuitable: there are health and safety concerns, facilities are not child-friendly and many staff feel unsafe working there.
- Processes for out-of-court work are not clear, decision-making is not consistent and outcomes are not always proportionate.
- The partnership is not effective in meeting the educational needs of children and young people.
- Management oversight is inconsistent, being more effective in post-court cases than in out-of-court work.



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 inspection, we looked at a sample of 22 cases which had received a court disposal six to nine months previously. In each of those cases, we inspected against four standards relating to the quality of assessment, planning, implementation and delivery, and review.

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

The assessment of safety and wellbeing and desistance was outstanding, but our findings in relation to risk of harm to others resulted in an overall rating of 'Good'. In several cases, there were delays in the completion of assessments, which were largely attributed to workload, and in practice this meant that interventions did not start as swiftly as we expect to see. In almost half of cases, assessments did not give sufficient attention to the needs and wishes of any victim(s). This meant that opportunities for restorative justice were not considered and that risks to specific individuals were not always properly explored; this is an area for improvement.

In most cases, assessments clearly identified and analysed any risk of harm posed by the child or young person. Consideration was given to who might be at risk, in what circumstances and the nature of the risk. Assessments were informed by data from other agencies, including past convictions and any other patterns of concerning behaviour. We saw meaningful analysis of the interventions and services that were required to manage and minimise the risk of harm presented by the child or young person. Staff understood Multi-Agency Public Protection Arrangements and applied these appropriately. In 4 out of 22 cases we felt the classification of risk of harm to others was too low.

Assessments of desistance were strong. In all the cases we assessed, diversity needs were fully considered. Information held by other agencies was used to inform assessments; this strengthened the understanding of the wider circumstances and life experiences that may be impacting on emotions, thinking and behaviour. In almost all cases there was sufficient analysis of the child or young person's attitudes towards and motivation for offending. Equally, there was a focus on strengths and protective factors; in all but one relevant case, assessments analysed the key structural barriers facing the child or young person.

Children and young people were meaningfully involved in their assessment, and their views were considered by the case manager. However, parents/carers were not always included, which meant that key information was missing. In almost all cases, there was sufficient attention to understanding the child or young person's levels of maturity, ability and motivation to change, and their likelihood of engaging with the court disposal. In almost every case, the assessment sufficiently analysed what was needed to support the child or young person's desistance. The main challenges identified related to substance misuse, education, training and employment, living arrangements and lifestyle. In most cases, assessments clearly identified and

analysed any risks to safety and wellbeing, and considered the support and interventions required to address and minimise concerns. We agreed with the case manager’s classification of safety and wellbeing in all but one case.

An inspector noted:

“The assessment is thorough, detailed and analytical; it demonstrates a clear understanding of the factors underpinning the child’s behaviour – this includes concerns about their lifestyle and associates. Positively, there is also a strong focus on their strengths and protective factors, and consideration is given to how these can be developed further”.

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

We have assessed planning to be an area that ‘Requires improvement’. Plans did not pay enough attention to supporting the safety and wellbeing of children and young people, or to managing and reducing any risk of harm to others. In part, this was due to referral order panel contracts being used as the main intervention plan. The contract outlined overall objectives but did not include enough detail about how these would be achieved, or how any risk of harm or safety and wellbeing concerns would be addressed.

Overall, there was sufficient focus on planning to keep other people safe in less than two-thirds of cases. This could be improved by the increased involvement of other agencies in creating coordinated plans that clearly set out the roles and responsibilities of professionals in managing and reducing any risk to others. A greater focus on concerns and risks related to actual and potential victims is required to ensure their safety. Plans should clearly set out the controls and interventions that need to be put in place to promote the safety of other people, and outline effective contingency arrangements. We did not see this in enough cases.


Planning promoted safety and wellbeing well enough in only two-thirds of cases and requires improvement. Although planning to support safety and wellbeing involved other agencies in over three-quarters of cases, this did not necessarily result in well-coordinated plans. In 21 of the 22 cases we looked at, the level of safety and wellbeing concern was assessed as medium or high – children and young people were vulnerable to exploitation, struggling emotionally and had tenuous living arrangements. We were not satisfied that contingency planning was sufficient to respond to any potential increase in safety and wellbeing concerns, or to any change in what were often complex circumstances.

An inspector noted:

“The planning to keep other people safe was limited and too generalised to be meaningful. For example, the contingency plan refers to ‘relevant parties’ but does not specify which agencies and what action will be taken to keep others safe. The young person’s mother is a victim and the young person continues to live with her. However, there was no mention of this and nothing specified as to how any risk to

her would be managed. There was also no reference made to interventions which would promote the safety of other people”.

Planning for desistance was an area of strength and assessed as outstanding. In almost every case, planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and sequencing of interventions. Planning considered the diversity and wider familial and social context of the child or young person. Equally, it took sufficient account of the child or young person’s strengths and protective factors, and promoted the reinforcement and/or development of these. In every case, levels of maturity, ability and motivation to change were considered when planning interventions. Children and young people and their parents/carers were routinely involved in the planning process.

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

In almost every case we inspected, sufficient focus was given to developing and maintaining an effective working relationship with the child or young person and their parents/carers. Case managers knew their cases well and worked hard to understand and respond to the children and young people they worked with. Service delivery considered diversity and life circumstances, including any barriers to engagement and progress. The child or young person’s strengths and protective factors were typically considered, and interventions promoted opportunities for community integration wherever possible. In one case, a young person who was working identified his employer as a key figure and role model in his life so, with permission from the young person, the case manager included him in the intervention. The employer attended some YOS meetings with the young person, supporting his engagement and increasing his motivation.

In most of the cases inspected, the services most likely to support desistance were delivered and staff considered the individual needs of children and young people when sequencing interventions. Staff encouraged and enabled them to comply with the work of the YOS in almost every case. In all cases where, despite best efforts, engagement could not be secured, enforcement action was taken appropriately.

In relation to the quality of interventions delivered, an inspector noted:


“The young person received an eight-month detention and training order (DTO) for stealing from a shop and has a history of non-compliance. His case manager visited him in custody regularly with the education worker to make plans for his release from custody. The case manager had a thorough understanding of the difficulties affecting the young person and has tailored her approach to meet these. She liaised with other agencies and involved relevant family members. Despite a long history of non-compliance, the young person successfully completed his licence period”.

Promoting safety and wellbeing was prioritised in the delivery of interventions. In almost every case, the case manager made appropriate referrals and liaised with

relevant professionals. Services to manage the risk of harm to others were delivered to an equally high standard, with sufficient attention usually given to the protection of actual and potential victims. Effective work to manage risk was well coordinated with partner agencies.

The following is an example of good practice:

“All relevant agencies have been involved and communication has been regular and effective. The police’s view is that the risks of child criminal exploitation are lower than the YOS has assessed them to be. The case manager effectively highlighted the vulnerability of the child to ensure the risks were fully recognised and managed appropriately by all agencies”.

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

We have assessed reviewing to be ‘Outstanding’. Not every case that we looked at had a full written review, and this is an area for improvement. However, we were satisfied that case managers had been vigilant to changing circumstances and responsive to them in most cases.

Case managers consistently reflected on the impact that interventions were having, and they continued to assess the motivation of the child or young person and the suitability of the work delivered. There was an ongoing focus on building on strengths and enhancing protective factors to support desistance. Barriers to engagement were identified and responded to and, where required, necessary adjustments were made to interventions and plans. Reviewing was strengthened by the involvement of children and young people and their parents/carers in just over three-quarters of cases.

Reviewing identified, assessed and responded to changes in factors related to safety and wellbeing. In most cases, this involved other agencies and led to the necessary adjustments in the ongoing plan of work to promote the safety and wellbeing of the child or young person. Reviewing risk of harm to others was also done well. In most cases, other agencies and services were involved in the process and, where necessary, adaptations were made to respond to any changes in presenting risk issues.

An inspector noted:

“Reviewing considered issues with poor attendance at meetings and, following on from discussions with the young person, changes were made accordingly. It was agreed she would be seen at home rather than the office. This resulted in a significant improvement with compliance. Reviewing also considered the changes in factors linked to desistance and adjustments were made accordingly, for example when the young person gained employment”.

Summary

Strengths:

- Implementation and delivery of interventions and the reviewing of assessments are outstanding.
- Management oversight is effective in most cases.
- Staff consistently build positive working relationships with children and young people as well as their parents/carers.
- A strengths-based approach to working with children and young people is embedded in the service.
- There is good recognition of the diversity factors in children and young people's lives.

Areas for improvement:

- Planning does not focus sufficiently on keeping children and young people and other people safe.
- Plans do not always set out how objectives will be achieved, and contingency planning is weak.
- Assessments do not give sufficient attention to the needs and wishes of the victim(s) and opportunities for restorative justice.
- Implementation and delivery of interventions are made difficult because of issues with premises and high caseloads.
- The completion of assessments is not always timely.
- Written reviews are not completed in all cases.

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 this inspection, we looked at a sample of 15 cases that had received out-of-court disposals three to five months earlier. In each of these cases, we inspected against four quality standards relating to assessment, planning, implementation and delivery, and joint working.

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

Most of the out-of-court cases we inspected were Youth Conditional Cautions (YCCs). In these cases, all children and young people had been assessed using the AssetPlus tool, which was suitable and appropriate to the complexity of the cases. In the small number of community resolution cases we looked at, a different assessment tool was used, and these assessments were of poorer quality.

Assessment was judged as 'Requires improvement' because of deficiencies in the assessment of desistance and safety and wellbeing. In these areas, assessments lacked analysis; this was most evident in relation to safety and wellbeing assessments. Information that was gathered was not always thoroughly considered to assess how circumstances may be impacting on children and young people and what needed to be done to keep them safe.

Delays in the completion of some assessments also affected their quality. Of the children and young people on out-of-court disposals, 33 per cent had been subject to child protection or child-in-need procedures at the time of their involvement with the YOS, in contrast to 18 per cent of those on statutory orders. In 40 per cent of cases, there was a high level of concern relating to the safety and wellbeing of children and young people. In too many cases we did not feel that there was enough analysis or understanding of how risks to their safety and wellbeing might be affecting them and their day-to-day lives.


An inspector noted:

"The assessment contains relevant information; however, it lacks sufficient analysis. For example, it highlights that the young person was carrying a knife for protection but does not explore why and from whom he felt the need to protect himself. As a result, the factors underpinning his behaviour are not fully understood".

Assessing how to keep other people safe was the strongest area of assessment. In most cases, risk of harm concerns were identified and analysed, outlining who might be at risk and the nature of that risk. Assessments drew sufficiently on available sources of information, including other assessments that had been completed, and other evidence of concerning behaviour by the child or young person. In just under three-quarters of cases, we agreed with the YOS classification of risk. In the few cases where we disagreed, the risk had been underestimated. Overall, assessment

sufficiently analysed how to keep other people safe in just under three-quarters of cases.

Children and young people and their parents/carers were usually involved in the assessment process. In most cases, diversity factors were considered and the impact of structural barriers was also assessed and analysed. Staff focused on children and young people's strengths and protective factors in most cases.

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


We have assessed planning as 'Requires improvement'. This is largely due to weaknesses in planning to keep the public safe and to keep the child or young person safe. Planning to manage the risk of harm to others did not always include other agencies when this would have been appropriate. Contingency planning was not robust enough; it did not set out what would be done if circumstances changed or concerns increased. Overall, planning focused sufficiently on keeping people safe in just over half of the cases we inspected. We saw a very similar picture in planning to keep the child or young person safe. The involvement of other agencies was better, but planning for the management of safety and wellbeing still fell short in too many cases.

An inspector noted:

"There is some planning to keep the young person safe, and some outline of the relevant agencies involved. However, there was a limited focus on changing circumstances and contingency planning, with only a referral to CAMHS being identified. Given the concerns around his lifestyle and associates, evidenced by his recent assault, this is not a sufficient plan to keep him safe".

Planning to support desistance was outstanding. Plans set out the services most likely to support desistance, and most paid attention to the available timescales and the need for sequencing. Sufficient attention was paid to diversity and the wider familial and social context of the child or young person in just under three-quarters of cases. In all but three cases, planning took sufficient account of the child or young person's strengths and protective factors, and sought to reinforce or develop these as necessary.

In almost all cases, planning took sufficient account of the child or young person's levels of maturity, ability and motivation to change, and sought to develop these as necessary. In just under three-quarters of cases, the child or young person and their parents/carers were meaningfully involved in planning, and their views considered. In most cases, planning was proportionate to the disposal type, with interventions capable of being completed within appropriate timescales.

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

Implementation and delivery of interventions was 'Outstanding' overall. In their work with children and young people, staff paid attention to all presenting risks and responded to them effectively. In all but one case there was sufficient focus on developing and maintaining an effective working relationship with the child or young person and their parents/carers. Service delivery reflected the diversity and wider familial and social context in most cases. Children and young people were typically supported and enabled to comply with services and interventions to support desistance, with service delivery promoting opportunities for community integration. In most cases, the delivery of services was proportionate to the type of out-of-court disposal, and completed within the required timescales.

We saw a variety of interventions, such as staff using the media and news reports to promote discussions with children and young people about important and relevant issues, such as knife crime. In other cases, there was an appropriate focus on increasing the involvement of specialist services, such as the SEND team.

In just under three-quarters of cases, service delivery promoted the safety and wellbeing of the child or young person, and in most cases other organisations were appropriately involved in keeping the child or young person safe. In all but one case, the delivered services were sufficient to manage and minimise the risk of harm to others, and in the majority of cases sufficient attention was given to the protection of actual and potential victims.

An inspector noted:

“Evidence of good support offered through MET [missing, exploited and trafficked] worker, which had a positive impact. This centred on criminal exploitation, gangs, weapons and educational support/motivation. This can continue on a voluntary basis beyond the out-of-court disposal, which means they will receive ongoing support for the child’s needs”.

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

The out-of-court disposal processes in Southampton reflected the arrangements between the police and YOSs across Hampshire. This had created some challenges for the YOS when it had considered creating a local system and approach. If the YOS is to continue to reduce numbers of first-time entrants, the effectiveness of current arrangements requires review.

Decision-making is informed by intelligence that is collated from agencies, including the police, the YOS, children’s social care and health. The YOS speaks to only a small

number of children and young people before decision-making. This means that their views and circumstances were not fully understood or considered, and so recommendations made by the YOS were not always appropriate or proportionate. We noted some cases where the disposals imposed were more onerous than necessary, and that the outcome could have been different if there had been a full assessment with the child or young person before the joint decision-making panel.

In addition, some cases did not go through the decision-making panel but were referred to the YOS by the police when they had issued a community resolution but felt that intervention was required. Some police referrals included direction on the work that should be completed, such as writing a letter to explain their behaviour or to write an essay, for example, on cannabis use. As no assessment had taken place, it was difficult for the YOS to determine if this was the most suitable action. These cases were not always prioritised by the YOS.

In the majority of cases, the joint decision-making panel imposed a YCC when in some cases we felt a community resolution would have been a more appropriate outcome. The YOS and the police should analyse and consider the decisions made by the panel to ensure that children and young people are receiving disposals that match their offending and reflect their circumstances, and that they are not entering the youth justice system prematurely. The YOS management informed us that the current out-of-court disposal strategy is being reviewed in conjunction with Hampshire Constabulary.

An example of decision-making noted by an inspector:

“The decision for a YCC was agreed by the joint decision-making panel but was not informed by an assessment of the child. A YCC was agreed due to concerns that related to criminal exploitation and a lot of police intelligence, but also because he had not engaged with a community resolution over a year ago, when he was 11 years old”.

In this case, we considered the outcome to be disproportionate to the actual offences and thought the child’s needs would have been best met by children’s services. The child was not involved in decision-making and there was nothing documented to suggest that he or his parent/carer were aware of the implications of agreeing to a YCC.

In two-thirds of cases, sufficient attention was given to the child or young person’s understanding, and their parents’/carers’ understanding, of the implications of receiving an out-of-court disposal. In most cases, the rationale for joint disposal decisions was appropriate and clearly recorded. In two-thirds of cases, the YOS informed the police of progress and outcomes within an appropriate time. Sufficient attention was given to compliance with the enforcement action being taken in all but one relevant case.

Summary

Strengths:

- Engagement with children and young people in out-of-court disposal interventions is outstanding.
- Planning is proportionate to the disposal type, with interventions capable of being completed within appropriate timescales.
- The YOS works effectively with the police in implementing the out-of-court disposals.
- In most cases, assessments sufficiently analyse how to keep other people safe.

Areas for improvement:

- The YOS does not meet the child or young person or complete an assessment prior to decision-making and so recommendations are not always well-informed, analytical and personalised to the child or young person.
- Assessments do not always sufficiently analyse how to keep the child or young person safe.
- Planning to keep other people safe, particularly contingency planning, requires improvement.
- Planning does not focus sufficiently on keeping the child or young person safe.
- Delays in the completion of assessments affected their quality.
- Not all relevant out-of-court disposal cases are discussed at the joint decision-making panel, and outcomes are not always consistent and proportionate.

Annex 1 – Methodology

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 YOS submitted evidence in advance and the service lead for Integrated and Specialist 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 six 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. In total, we conducted 13 such meetings.

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 22 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 15 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 22 post-court cases and 15 out-of-court disposals. In each of those cases, we inspected against four standards: assessment, planning, implementation/delivery and joint working/reviewing. For each standard, inspectors answer a number of key questions about different aspects of quality, including: whether there was sufficient analysis of the factors related to offending; the extent to which young offenders were involved in assessment and planning; and whether enough was done to assess the level of risk of harm posed – and to manage that risk.

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>1.1. Governance and leadership</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>	Requires improvement
<p>1.2. Staff</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>	Good
<p>1.3. Partnerships and services</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>	Requires improvement

- 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	Good
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?	95%
2.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	91%
2.1.3. Does assessment sufficiently analyse how to keep other people safe?	68%

2.2. Planning	Requires improvement
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?	95%
2.2.2. Does planning focus sufficiently on keeping the child or young person safe?	62%
2.2.3. Does planning focus sufficiently on keeping other people safe?	58%
2.3. Implementation and delivery	Outstanding
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?	82%
2.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person?	86%
2.3.3. Does the implementation and delivery of services effectively support the safety of other people?	84%
2.4. Reviewing	Outstanding
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?	82%
2.4.2. Does reviewing focus sufficiently on keeping the child or young person safe?	92%
2.4.3. Does reviewing focus sufficiently on keeping other people safe?	86%

3. Out-of-court disposals

Standards and key questions	Rating and % yes
<p>3.1. Assessment</p> <p>Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.</p>	<p>Requires improvement</p>
<p>3.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?</p>	<p>67%</p>
<p>3.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?</p>	<p>53%</p>
<p>3.1.3. Does assessment sufficiently analyse how to keep other people safe?</p>	<p>73%</p>
<p>3.2. Planning</p> <p>Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.</p>	<p>Requires improvement</p>
<p>3.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?</p>	<p>80%</p>
<p>3.2.2. Does planning focus sufficiently on keeping the child or young person safe?</p>	<p>53%</p>
<p>3.2.3. Does planning focus sufficiently on keeping other people safe?</p>	<p>55%</p>
<p>3.3. Implementation and delivery</p> <p>High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.</p>	<p>Outstanding</p>
<p>3.3.1. Does service delivery support the child or young person's desistance?</p>	<p>80%</p>
<p>3.3.2. Does service delivery effectively support the safety of the child or young person?</p>	<p>80%</p>
<p>3.3.3. Does service delivery effectively support the safety of other people?</p>	<p>82%</p>
<p>3.4. Joint working</p> <p>Joint working with the police supports the delivery of high-quality, personalised and coordinated services.</p>	<p>Requires improvement</p>

- | | |
|--|-----|
| 3.4.1. Are the YOT's recommendations sufficiently well-informed, analytical and personalised to the child or young person, supporting joint decision-making? | 60% |
| 3.4.2. Does the YOT work effectively with the police in implementing the out-of-court disposal? | 80% |

Annex 3 – Glossary

AIM3	Assessment for adolescents who display 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
Child protection	Work to make sure that all reasonable action has been taken to keep to a minimum the risk of a child experiencing significant harm
Child sexual exploitation	A type of child abuse that occurs when a child or young person is encouraged, forced or manipulated to take part in sexual activity for something in return, for example presents, drugs, alcohol or emotional attention. Criminal exploitation occurs when children and young people are exploited, forced or coerced into committing crimes
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
Court disposals	The sentence imposed by the court. Examples of youth court disposals are referral orders, youth rehabilitation orders and detention and training orders
Desistance	The cessation of offending or other antisocial behaviour
Detention and training order (DTO)	Prison sentence for a child or young person. The length is specified by the court and the child or young person is placed in a secure children's home, secure training centre or young offender institution. The placement is dependent on age and vulnerability. The DTO will have both custodial and community elements, when the child or young person will be released on licence
Education, training and employment	Work to improve learning, and to increase future employment prospects
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
First-time entrant	A child or young person who receives a statutory criminal justice outcome (youth caution, youth conditional caution or conviction) for the first time

Multi-agency safeguarding hub (MASH)	Children’s social care structures designed to facilitate information-sharing and decision-making on a multi-agency basis, often, though not always, through co-locating staff from the local authority, health agencies and police
Missing, exploited and trafficked	Process to safeguard children and young people from harm as a result of going missing, child sexual exploitation, or exploitation arising as a consequence of being the victim of trafficking, including county lines drug dealing
Multi-Agency Public Protection Arrangements (MAPPA)	Where probation, police, prison and other agencies work together locally to manage offenders who pose the highest risk of harm to others
Out-of-court disposal	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
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
Referral order	A restorative court order which can be imposed when the child or young person appearing before the court pleads guilty, and the threshold for a youth rehabilitation order is not met
Restorative practice	A restorative approach to resolving conflict and preventing harm. Restorative approaches enable those who have been harmed to convey the impact of the harm to those responsible, and for those responsible to take steps to put it right
Risk of Serious Harm	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/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	Safeguarding is 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
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)
YOS Management Board	The YOS Management Board holds the YOS to account to ensure it achieves the primary aim of preventing offending by children and young people
YOT/YOS	Youth offending team is the term used in the <i>Crime and Disorder Act 1998</i> 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 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
Youth Justice Board (YJB)	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
Youth rehabilitation order	Overarching community sentence to which the court applies requirements (for example, supervision requirement, unpaid work)



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