



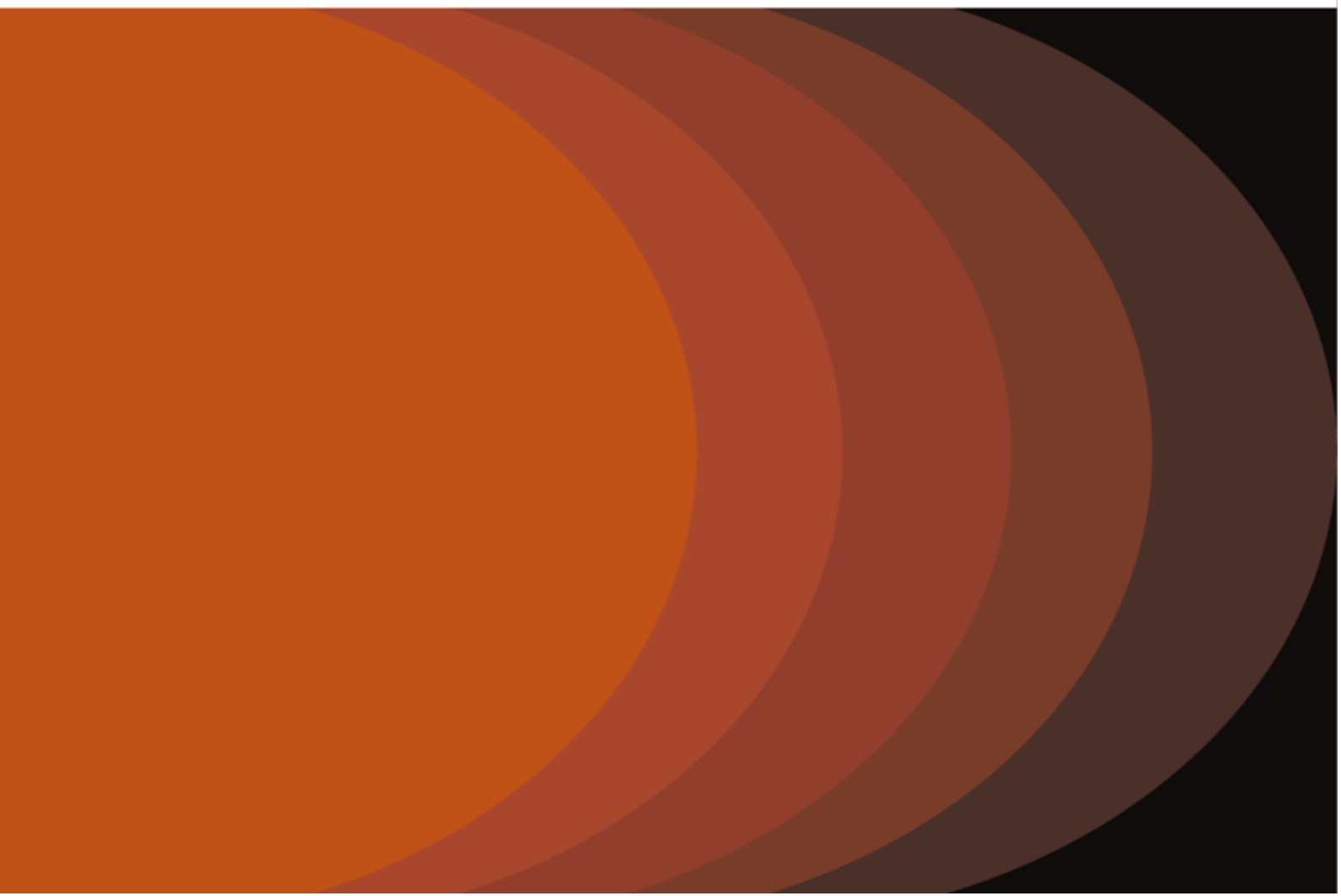
Her Majesty's  
Inspectorate of  
Probation

An inspection of youth offending services in

# Swansea

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HM Inspectorate of Probation, February 2022



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## Acknowledgements

This inspection was led by HM Inspector Rebecca Howard, supported by a team of inspectors and colleagues from across the Inspectorate. 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.

### The role of HM Inspectorate of Probation

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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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This publication is available for download at: [www.justiceinspectors.gov.uk/hmiprobation](http://www.justiceinspectors.gov.uk/hmiprobation)

Published by:  
HM Inspectorate of Probation  
1st Floor Civil Justice Centre  
1 Bridge Street West  
Manchester  
M3 3FX

Follow us on Twitter [@hmiprobation](https://twitter.com/hmiprobation)

ISBN: 978-1-914478-45-1

## Foreword

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

Swansea YJS formed in 2019 following disaggregation from Western Bay Youth Justice and Early Intervention Service (YJEIS). Western Bay YJEIS had been subject to a joint inspection by HM Inspectorate of Probation and was rated as 'Inadequate', with significant concerns about service delivery. Since disaggregation, the YJS has created a new service, as well as developing and implementing an improvement plan to address the previous deficiencies. It is evident that the YJS has made considerable progress, and this is reflected in findings from the inspection. The YJS is still on a journey of improvement but has made a promising start.

The management board is proactive and supports the YJS. Services have worked well together to enhance the provision available for YJS children, such as access to child and adolescent mental health services (CAMHS). Board members understand the service, but there needs to be greater advocacy within their own organisations to raise the profile of the YJS. Although black, Asian and minority ethnic children are overrepresented in its caseload, the YJS had not identified diversity and disproportionality as a key priority in the youth justice plan, and this has impacted all elements of service delivery.

There is a strong child-centred ethos and the YJS has actively involved children and considered their views for service development. The YJS is a learning organisation, and regularly undertakes reviews and audits to identify areas of strength and development.















The YJS needs to improve further in some areas to ensure consistency, for example, in its work with out-of-court disposals where over half of the out-of-court disposals we inspected were insufficient in their work to ensure the safety of other people. The YJS is working with partners to improve and embed resettlement guidance and provision. However, this was not yet in place at the time of the inspection and provision was not meeting the needs of children and young adults.

In this report, we make a number of recommendations that we hope will enable Swansea to make the improvements needed to deliver a high-quality service for children.



**Justin Russell**  
HM Chief Inspector of Probation

## Ratings

<b>Swansea Youth Justice Service</b>		<b>Score</b>	<b>14/36</b>
<b>Overall rating</b>		<b>Requires improvement</b>	
<b>1. Organisational delivery</b>			
1.1	Governance and leadership	<b>Requires improvement</b>	
1.2	Staff	<b>Good</b>	
1.3	Partnerships and services	<b>Requires improvement</b>	
1.4	Information and facilities	<b>Requires improvement</b>	
<b>2. Court disposals</b>			
2.1	Assessment	<b>Good</b>	
2.2	Planning	<b>Requires improvement</b>	
2.3	Implementation and delivery	<b>Good</b>	
2.4	Reviewing	<b>Outstanding</b>	
<b>3. Out-of-court disposals</b>			
3.1	Assessment	<b>Inadequate</b>	
3.2	Planning	<b>Inadequate</b>	
3.3	Implementation and delivery	<b>Inadequate</b>	
3.4	Out-of-court disposal policy and provision	<b>Requires improvement</b>	
<b>4. Resettlement</b>			
4.1	Resettlement policy and provision	<b>Requires improvement</b>	

## Executive summary

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Overall, Swansea Youth Justice Service (YJS) is rated as 'Requires improvement'. This rating has been determined by inspecting the YJS in three areas of its work, referred to as 'domains'. We inspect against 12 core 'standards', shared between the domains. The standards are based on established models and frameworks, which are grounded in evidence, learning and experience. They are designed to drive improvements in the quality of work with children who have offended.<sup>1</sup> Published scoring rules generate the overall YJS rating.<sup>2</sup> We inspected the quality of resettlement policy and provision separately and rated this work as 'Requires improvement'. The findings and subsequent ratings in those domains are described below.

### Organisational delivery

The YJS has undertaken significant change since the Western Bay Youth Justice and Early Intervention Service (YJEIS) inspection, and it has made considerable progress. The management board is proactive and supportive and has appropriate membership. The board understands the service, but more needs to be done to raise the YJS profile with wider services to ensure the needs of YJS children are prioritised. Communication between the board and the service needs to be enhanced so that key messages are not missed. For example, practitioners were concerned about restricted access to premises to see children, which had not been heard at board level.

The service has recently experienced reduced staffing, and this has been a difficult period for the team. However, new staff have been recruited and have recently started or are due to start. The team are resilient and motivated, but morale is fragile, with a need for additional support for staff wellbeing. There is a strong training offer and staff receive frequent and valuable supervision, which focuses on development needs.

The YJS undertakes detailed analysis of performance and has access to comprehensive data to understand the needs of the children. There are adequate services available to address desistance and support children, such as child and adolescent mental health services (CAMHS) and speech and language therapy.

The YJS has not recognised or considered diversity and disproportionality sufficiently; these areas have been omitted from strategic thinking, which has affected service delivery. Provision needs to be developed to ensure that over-represented groups and children with diversity needs have been effectively considered and catered for.

To drive improvement, there are frequent reviews and audits. The YJS is responsive to these and addresses areas identified for development. Access to appropriate facilities in which to see children has been a problem with continuing restrictions due to the Covid-19 pandemic. Numbers allowed access to YJS buildings have reduced to ensure safety of staff and children. Additionally, the Welsh government had imposed

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

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

<sup>2</sup> Each of the 12 standards is scored on a 0–3 scale in which 'Inadequate' = 0; 'Requires improvement' = 1; 'Good' = 2; 'Outstanding' = 3. Adding these scores produces a total score ranging from 0 to 36, which is banded to produce the overall rating, as follows: 0–6 = 'Inadequate', 7–18 = 'Requires improvement', 19–30 = 'Good', 31–36 = 'Outstanding'.

stringent restrictions including directing services to work from home where possible. This has provided the YJS with challenges to see children and families face to face. The service has been able to use other council buildings, such as community hubs, however, a number of staff described access to these facilities as difficult and there are not enough appropriate venues available to see children. The YJS is working hard to resolve these issues and has liaised continually with health and safety staff and trade unions to improve access to facilities. However, progress is slow and, at the time of the inspection, there was no clarity of how and when appropriate facilities would become available.

Our key findings about organisational delivery were as follows:

- The management board is proactive and supportive of the YJS.
- The YJS is committed to involving children in the service and capturing their views to inform service delivery.
- The YJS has enhanced its health offer to include CAMHS and speech and language therapy provision.
- The service undertakes frequent and detailed analysis of need and performance, and uses this to enhance provision and develop its staff.
- The quality of supervision has improved and staff report they find this a valuable process.
- Learning and development is a priority. Staff are encouraged to undertake, and can access, suitable training.
- The YJS undertakes regular reviews and audits its performance, using the information to drive service delivery and improvement.

But:

- The YJS has not recognised disproportionality and diversity as a key priority. This needs to be addressed in strategic planning to ensure effective service delivery.
- Staff have not received any recent training to support their work with over-represented groups and children with diversity needs.
- The profile and identity of the YJS needs to be raised to ensure that other services understand its role and to set delivery expectations.
- Some practitioners are not clear about the parameters and expectations of prevention work.
- The communication between the board and YJS staff is not always effective.
- The morale of a number of staff was fragile. Though many described supervision as a valuable process, current support measures outside this did not address wellbeing adequately.
- Staff are not trained in AIM3 (assessment, intervention and moving-on project), and practitioners were not clear on how to access alternative pathways for children involved in harmful sexual behaviour.
- Access to appropriate and confidential facilities to see children is a problem. There is no clarity on how and when venues will be made available.

## **Court disposals**

We took a detailed look at five community sentences and one custodial sentence managed by the YJS and conducted six interviews with the relevant case managers. We examined the quality of assessment; planning; implementation and delivery of services; and reviewing. Each of these elements was inspected in respect of work done to address desistance, to keep the child safe, and to keep other people safe.

Our key findings about court disposals are as follows:

- Practitioners are aware of trauma-informed practice; they can identify adverse childhood experience and analyse how these impact on children.
- Practitioners have a clear understanding of desistance and can identify, analyse and plan effectively to address these factors. There is a positive focus upon building strength and protective factors.
- Professionals, children, and parents or carers were consistently involved in assessing, planning, implementation and reviewing.
- Reviewing of desistance, safety of the child and others was an area of strength. Reviewing activity was frequent and proactive.

But:

- Assessment of necessary controls and interventions needs to be more analytical to identify the measures needed to keep others safe.
- Planning to keep other people safe also requires improvement, there needs to be more focus on contingency arrangements.
- Planning to protect actual and potential victims needs to be clearer with effective measures in place to prioritise their safety.

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

We inspected nine cases managed by the YJS that had received an out-of-court disposal. These consisted of one youth caution and eight community resolutions. We interviewed the case managers in all cases.

We examined the quality of assessment; planning; and implementation and delivery of services. Each of these elements was inspected in respect of work done to address desistance, to keep the child safe and to keep other people safe. The quality of the work undertaken needs to be above a specified threshold for each aspect of supervision to be rated as satisfactory.

We also inspected the quality of policy and provision in place for out-of-court disposals, using evidence from documents, meetings and interviews.

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

- Assessment of desistance factors and how to keep the child safe is effective and utilises other sources of information, including direct liaison with other services.
- Planning has consistently identified the most appropriate interventions and services to address desistance factors.
- The needs and wishes of victims and opportunities for restorative justice have been considered in assessing and planning.

- Children and parents or carers are meaningfully involved in the assessment and planning process.
- There is a joint protocol with the police that clearly advocates for diversion and the use of out-of-court disposals.
- There are clear timescales for contact with the child, family or carers and the victim, assessment and report completion, and presentation at the bureau (the decision-making panel for out-of-court disposals). The decision on the disposal and its application are timely.

But:

- A child's diversity requires more consideration so that any needs can be identified, analysed and used to inform planning and implementation.
- All relevant information, including previous behaviour and assessments from other services, should be used to determine potential risk of harm to others.
- Contingency arrangements for keeping the child and others safe need to be identified, robust and effective in determining appropriate actions should risks increase.
- Practitioners need to consult and involve other services to support keeping the child safe and effective risk management.
- More attention and focus need to be given to actual and potential victims to promote their safety.
- The current bureau arrangements do not have appropriately senior representation from the YJS to support oversight, challenge and healthy discussions.
- Performance analysis needs to be more in-depth to provide detailed information on the children accessing out-of-court disposals. Key findings and learning from this need to be regularly shared with the board and those involved in decision-making on the bureau.
- There is no specific guidance or strategy that considers children with diversity needs and/or those who are from overrepresented groups.

## **Resettlement**

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

The YJS is developing and embedding a resettlement process. However, at the time of inspection, this was not yet in place. The YJS has produced 'enhanced constructive resettlement practice' guidance, but this does not adequately identify arrangements for a high-quality service for children or address structural barriers or diversity needs. Pathways and the roles and responsibilities of other services are not clearly defined, and this is affecting resettlement provision for children, particularly when they transition to adult services. Communication between the secure estate, YJS and partners needs to be strengthened to ensure that risks to others are managed within custody and for returning to the community. The YJS has been proactive in evaluating its resettlement provision, including gathering the views of children.



However, outcomes of this evaluation have been slow to be implemented and have not yet impacted on the provision for resettlement.

Our key findings about resettlement work are as follows:

- The YJS has undertaken audits of custody and resettlement to identify areas of strengths and development.
- Children's views have been gathered to understand the impact of the YJS on resettlement.
- The YJS has recognised that this is an area for improvement and is working with partners to develop and embed a process for resettlement.

But:

- A resettlement policy and protocol need to be developed and implemented, ensuring that there is clear guidance on timescales, management oversight, escalation, and risk and safety management.
- Resettlement pathways and roles and responsibilities need to be established and embedded with partner services.
- There needs to be improved communication between the YJS, the secure estate and other involved services to ensure that risk is addressed and managed, and victims are protected.
- Provision and transition to adult services for children nearing and/or turning 18 require further development to ensure that their resettlement needs are met, specifically regarding suitable and timely accommodation.
- Resettlement policy, provision and evaluations need to include diversity, structural barriers and disproportionality to ensure that the needs of children are met.

## Recommendations

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

### **The Swansea Youth Justice Service should:**

1. develop clear guidance and processes for resettlement in collaboration with partner services
2. work with managers and practitioners so that expectations of prevention work are understood
3. provide training to staff so that they are confident in working with children who have engaged in sexually harmful behaviour
4. improve the quality of planning to address risks to and from the child, ensuring that actual and potential victims have been considered and that there are effective contingency arrangements.

### **Swansea Youth Justice Board should:**

5. work with the YJS to develop an understanding of diversity and disproportionality within its cohort of children, and identify how the needs of these children will be met
6. raise the profile of the YJS within board members' services to ensure the needs of YJS children are understood and prioritised
7. support the YJS in prioritising and addressing access to appropriate facilities to see children.

## Background

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Youth offending teams (YOTs) work with children aged 10 to 18 who have been sentenced by a court, or who have come to the attention of the police because of their offending behaviour, but have not been charged – instead, they were dealt with out of court. HM Inspectorate of Probation inspects both these aspects of youth offending services.

YOTs are statutory partnerships, and they are multidisciplinary, to deal with the needs of the whole child. They are required to have staff from local authority social care and education services, the police, the Probation Service and local health services.<sup>3</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.

Swansea is situated in the middle of the South Wales coast. It is the second largest city in Wales and has the second highest population of the 22 Welsh local authorities, representing almost 8 per cent of the total population of Wales. Swansea has a lower percentage of children aged five to 15 years, at 11.9 per cent (29,400 children), than Wales (12.6 per cent) and the UK (13.1 per cent). Young people aged 16 to 24 represent 34,700 (14.1 per cent) of Swansea's population. This is a noticeably higher proportion than Wales (11 per cent) and the UK (10.7 per cent), in part due to the presence of higher education students.

Western Bay Youth Justice and Early Intervention Service was created in 2014, amalgamating the youth offending services of Swansea, Neath Port Talbot, and Bridgend. In 2019, HM Inspectorate of Probation completed a joint inspection of Western Bay, which rated the service as 'Inadequate'. A key finding was that the amalgamation had been poorly implemented, and this had significantly affected service delivery. Later in 2019, Swansea disaggregated from Western Bay and formed Swansea Youth Justice Service (YJS). As a newly established service, Swansea has needed to develop new leadership and governance arrangements, including creating its own management board. In addition, it has had to review and develop organisational structures, relationships with strategic partners, protocols and processes, as well as supporting staff through this transition. It is evident that Swansea YJS has been through a turbulent and challenging time but has made considerable progress.

The YJS falls within the regional footprint of Swansea Bay University Health Board, as well as the wider catchment areas of South Wales Police, South Wales Fire and Rescue and Her Majesty's Courts & Tribunals Services. Swansea YJS is one of six youth justice services covering the South Wales area (alongside Cwm Taf, Cardiff, Vale of Glamorgan, Neath Port Talbot and Bridgend).

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<sup>3</sup> The *Crime and Disorder Act 1998* set out the arrangements for local YOTs and partnership working.

We undertook the fieldwork for this inspection in October 2021, this coincided with the Covid-19 pandemic, which has had a considerable effect on Swansea YJS and the children and families who access this service. The Welsh government has instructed services to work at home where possible. These restrictions have directly affected service delivery, for instance, impacting on access to facilities. Practical arrangements for seeing children have been adapted and the YJS has maintained service delivery through online and outreach work. The service used a 'RAG' (red, amber, green) system to identify and prioritise complex and vulnerable children. The YJS is now in a recovery phase and most services which had previously ceased or were adapted have now resumed.

## Contextual facts

### Population information<sup>4</sup>

<b>130</b>	First-time entrant rate per 100,000 in Swansea <sup>5</sup>
<b>167</b>	First-time entrant rate per 100,000 in England and Wales
<b>32.4%</b>	Reoffending rate in Swansea <sup>6</sup>
<b>35.6%</b>	Reoffending rate in England and Wales
<b>246,563</b>	Total population Swansea
<b>21,338</b>	Total youth population (10–17 years) in Swansea

### Caseload information<sup>7</sup>

Age	10–14 years	15–17 years
Swansea YJS	<b>18%</b>	<b>83%</b>
National average	22%	78%

Race/ethnicity	White	Black and minority ethnic	Unknown
Swansea YJS <sup>8</sup>	<b>83%</b>	<b>17%</b>	-
Swansea local population <sup>9</sup>	92%	8%	-
National average	69%	28%	-

Gender	Male	Female
Swansea YJS	<b>80%</b>	<b>20%</b>
National average	85%	15%

<sup>4</sup> Office for National Statistics. (2021). *UK population estimates, mid-2020*.

<sup>5</sup> Youth Justice Board. (2021). *First-time entrants, January to December, 2020*.

<sup>6</sup> Youth Justice Board. (2021). *Proven reoffending statistics, October 2018 to September 2019*.

<sup>7</sup> Youth Justice Board. (2021). *Youth justice annual statistics: 2019 to 2020*.

<sup>8</sup> Data provided by Swansea YJS; figure includes the total caseload as submitted to the YJB in the last four quarters of all cases subject to a court or out-of-court disposal.

<sup>9</sup> Data provided by Swansea YJS.

### Additional caseload data<sup>10</sup>

<b>34</b>	Total current caseload: community sentences
<b>3</b>	Total current caseload in custody
<b>1</b>	Total current caseload on licence
<b>67</b>	Total current caseload: out-of-court disposals (including youth conditional caution, youth caution and community resolutions)
<b>23%</b>	Percentage of current caseload with child in need plan, child protection plan or looked after child plan
<b>0%</b>	Percentage of current caseload aged 16 and under not in school/pupil referral unit/alternative education
<b>11%</b>	Percentage of children aged 16 and under in a pupil referral unit or alternative education
<b>21%</b>	Percentage of current caseload aged 17+ not in education, training or employment

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

<b>Offence types<sup>11</sup></b>	<b>%</b>
Violence against the person	38%
Arson	13%
Drug offences	25%
Other summary offences	13%
Other indictable offences	13%

<sup>10</sup> Data supplied by the YJS, reflecting the caseload at the time of the inspection announcement.

<sup>11</sup> Data from the cases assessed during this inspection.

# 1. Organisational delivery

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The service has made significant progress since the Western Bay YJEIS inspection and disaggregation to form Swansea YJS. This has included setting up a new management board, identifying appropriate members and ensuring they are adequately inducted to understand the YJS.

The board has been proactive in providing support and guidance to the YJS to drive improvement and achieve targets. However, board members need to better advocate for the YJS to ensure the role and expectations of the service are understood by other services, and the needs of its children are prioritised. The service has mechanisms in place for YJS, senior managers and the board to connect, but some staff report that they do not feel key strategic messages have been communicated effectively.

The YJS has not recognised or considered diversity and disproportionality in the strategic plan, which has limited the progress of the service to address over-representation and diversity.

At the time of the inspection, staffing levels and capacity were sufficient, but these had been significantly reduced before the inspection. This, combined with transitioning to the new service and working within a pandemic, has taken its toll on staff. While they present as motivated and passionate, they need to be offered additional support to ensure morale is sustained and wellbeing is prioritised.

The YJS has a well-developed framework for analysis of needs, which provides the service with a wealth of information. In addition, there are mechanisms for measuring performance against key indicators, including Welsh performance indicators. There are a wide range of services available to address desistance, but specific provision for children from over-represented groups and those with diversity needs is underdeveloped. The YJS has progressed access to in-house CAMHS and speech and language provision. However, staff have not been trained in AIM3 (assessment, intervention and moving-on) and there is no established process of working with children involved in harmful sexual behaviour.

The YJS is committed to learning and has frameworks and processes to audit, review and drive improvement. Development is a priority and staff have access to suitable training opportunities. The pandemic restrictions have reduced access to facilities in which to see children. The YJS wants to ensure that the safety needs of staff, children and families are met, but processes to open existing premises have been slow. The YJS has access to other facilities, but many staff report that this is not always easy to arrange. The YJS is working with health and safety staff and trade unions to address this but it is not clear when appropriate facilities will become available.

## Strengths

- The management board is proactive and supportive of the YJS.
- The YJS is committed to involving children in the service and capturing their views to inform service delivery.
- The YJS has enhanced its health offer to include CAMHS and speech and language therapy provision.

- The service undertakes frequent and detailed analysis of need and performance, and uses this to enhance provision and develop its staff.
- The quality of supervision has improved, and staff report they find this a valuable process.
- Learning and development of staff are a priority. Staff are encouraged to access suitable training.
- The YJS undertakes regular reviews and audits, using this information to drive service delivery and improvement.

### Areas for improvement

- The YJS has not recognised disproportionality and diversity as a key priority. These areas have been omitted from strategic planning and require inclusion to ensure effective service delivery.
- Staff have not received recent training to support their work with over-represented groups and children with diversity needs.
- The profile and identity of the YJS should be raised to ensure that other services understand its roles and delivery expectations.
- Some practitioners are not clear about parameters and expectations of prevention work.
- The communication between the board and YJS staff is not always effective, and some key messages are missed.
- The morale of a number of staff was fragile. Though many described supervision as a valuable process, current support measures outside of this do not address wellbeing adequately.
- Staff are not trained in AIM3, and practitioners were not clear on how to access alternative pathways for children involved in harmful sexual behaviour.
- Access to appropriate and confidential facilities to see children is a problem. There is no clarity on how and when venues will be available.

Organisations that are well led and well managed are more likely to achieve their aims. We inspect against four standards.

#### 1.1. Governance and leadership



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

Requires improvement

#### Key data

Total spend in previous financial year	£1,445,200
Total projected budget current for financial year	£1,572,825



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

**Is there an effective local vision and strategy for the delivery of a high-quality, personalised and responsive service for all children?**

The YJS vision aligns with the wider child and family services vision of “doing what matters to make things better for children, young people and their families”. In developing the vision, values and principles for the services, the YJS consulted and involved staff and children. Its values include listening to and understanding children, developing positive relationships, tailoring services to meet their needs, advocating for children and celebrating progress. The YJS ethos includes having a child-centred approach and incorporating the child’s voice. This is evident in the youth justice plan, strategy and wider policies. The service is keen to understand its impact on the children, families and victims, and every board meeting receives feedback from those accessing the service.

Following disaggregation from Western Bay in 2019, Swansea became a separate youth justice service. A new management board was set up, with all board members completing a thorough induction. There are clear measures in place to prepare and support new board members, including an induction pack. The chair of the management board has been the director of children’s services for Swansea for the last five years. He was previously head of children’s services in Swansea and was the chair of the management board before the formation of Western Bay. He has been the chair of the newly formed Swansea YJS since 2019.

The management board meets every two months and has consistent representation from children’s social care, education, health, police, the police and crime commissioner’s (PCC) office, early help, a local councillor, Barnardo’s, youth justice board and Barod (substance misuse service). Attendance from the Probation Service has been less consistent, with presence at only two of the last five board meetings.

Board members have actively contributed and provided support for the YJS. This is particularly evident in identifying and achieving targets from the inspection improvement plan. Many areas required focus and resources to drive improvement; the board has been heavily involved in discussions and providing the YJS with guidance and support to achieve its targets.

The board is provided with regular performance analysis, including detailed information on key Welsh performance indicators such as education, training and employment (ETE), accommodation, substance misuse and mental health. In addition, the performance analysis provides context and information about the profile of children, including disposals, offence type, ethnicity and gender. Although the data analysis has identified an over-representation of girls and children from black, Asian and minority ethnic heritage, diversity or disproportionality have not been identified as a key strategic focus. The youth justice plan does not consider how diversity needs and disproportionality are to be addressed. From discussions with senior managers and the board, it was evident that this is an area that has been overlooked.

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

The YJS is linked with, and has a presence in, appropriate strategic forums to be able to advocate for the service. The principal officer for the YJS also oversees the children with disabilities team, 16+ service, and Barnardo’s leaving care service,

transition flats and homelessness services. This supports their involvement in key adolescent services within Swansea child and family services. In addition, the YJS is involved in other strategic forums, including the 'hard to place' panel (education), the contextual, missing, exploitation and trafficked (CMET) panel, and the West Glamorgan local children's safeguarding board. It is also involved in the children in police custody panel, scrutiny panels, the integrated offender management (IOM) steering group, and Swansea community safety partnership.

The YJS has been successful in securing regional funding via the 'promoting positive engagement in young people' (PPEYP) fund (formerly known as the youth crime prevention fund). This has been used to resource the prevention service within the YJS. The service has developed guidance on prevention to ensure that this provision is available for 10 to 17-year-olds who are at risk of offending. Prevention forms the bulk of the YJS work, but while strategic partners understand the expectations of prevention, operationally this is less clear. Although there is a gatekeeping process for accepting referrals, and a new prevention coordinator is in post, the criteria for prevention services are broad and the YJS receives a considerable number of referrals. Practitioners were not clear on the expectations for prevention work, such as level of contact, the length of provision and roles of other services. For instance, some practitioners we interviewed said that other services tend to be overly reliant on the YJS when they become involved, and work does not feel cohesive or joined up. A practice lead for this area has recently been recruited and we anticipate this will support greater clarity around the delivery of prevention services.

Board members are invested in the success of the YJS, however, wider advocacy is needed to raise the profile of the service so that, operationally, other services understand the nature of its work and the importance of prioritising its statutory work, alongside its prevention offer. Where there have been capacity issues in other areas of the wider children and families service, the YJS has been required to offer support. Senior managers advised that this support was only to children already known to the YJS, however, many practitioners felt that this has further muddied the understanding of what the YJS does and expectations of its work. This, coupled with the ambiguity of prevention expectations, has left many practitioners feeling stretched and frustrated.

Health partners and the YJS completed a gap analysis to review and identify the provision required to meet children's needs. The analysis used findings from six other youth justice inspections. The analysis recognised that access to general and sexual health for YJS children needed attention and community pathways required development. The health offer has now been enhanced and includes a dedicated 0.5 CAMHS nurse and 3.5 days per week speech, language and communication provision.

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

The principal officer, YJS practice manager and practice leads attend all board meetings. Practice leads complete presentations to update the board on specific areas, for example, feedback from the national standards audit. A practitioner attends every board meeting and provides feedback on the YJS, such as how it is meeting current demands, the impact of the pandemic, and staff wellbeing and morale. There is evidence that board members are actively involved with the YJS to drive improvement. For example, when the board completed the national standards self-audits with the YJS, this entailed board members taking a detailed look at the current provision, identifying areas of strength and development.

The YJS practice manager and practice leads use team meetings and briefings to update the staff on board activity and strategic decisions. However, some staff report key messages are not communicated effectively. For example, in the staff survey for the inspection, in response to the question “are you sufficiently updated on strategic issues?”, 39 per cent stated ‘mostly’, 35 per cent ‘occasionally’, 17 per cent ‘fully’ and 9 per cent ‘not at all’. It was also noted that some board members were not aware that the reduced access to facilities because of Covid-19 restrictions had made it difficult for staff to see some children. Important information from the staff including uncertainty of expectations of prevention work and staff feeling their roles were not understood by other services, had not been heard by the board.

Staff morale has been significantly affected by periods of reduced capacity, with some staff leaving the service and a perceived lack of clarity of roles. Staff have been required to take on other internal duties and responsibilities due to sickness and staff departures. This has added to confusion about their roles, identity and internal structure. The YJS has recruited staff to replace those who have left, and it is envisaged that roles and responsibilities will become clearer and the normal structure will resume.

Risks to the service have been appropriately identified, including funding, retention of staff, the pandemic, exploitation, an increase in serious youth violence, and the challenge of creating cultural change within the service.

## 1.2. Staff



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

Good

### Key staffing data<sup>12</sup>

Total staff headcount (full-time equivalent (FTE))	46
Vacancy rate (total unfilled posts as percentage of total staff headcount)	8%
Average caseload case managers (FTE) <sup>13</sup>	8 statutory, 7 non-statutory
Average annual working days sickness (all staff)	7.7

In making a judgement about staffing, we take into account the answers to the following five questions:

### **Do staffing and workload levels support the delivery of a high-quality, personalised and responsive service for all children?**

The YJS sits within children and family’s services; a principal officer is the strategic lead and oversees the YJS practice manager. There are five teams within the YJS, which includes business support and specialist workers. Three teams are overseen by

<sup>12</sup> Data supplied by YJS and reflecting staffing at the time of the inspection announcement.

<sup>13</sup> Data supplied by YJS, based on staffing and workload at the time of the inspection announcement.

practice leads, who between them have responsibility for operational staff and lead areas of prevention, out-of-court work, post-court work, intensive surveillance and supervision (ISS) and safeguarding.

Over the past 18 months, the service has experienced staffing issues, including long-term sickness absence of core staff and practice lead posts, as well as vacancies in social work. Although agency staff were utilised there was increased pressure on remaining staff. It is evident that some staff felt overwhelmed during this period. The YJS has now recruited to the vacant roles. Staff have recently joined the service with others due to start shortly. Staff reported workload pressures had eased and, in our staff survey, 78 per cent said their workload was manageable. To support workload management, 'pressure points' are discussed at the case manager meetings, including capacity and plans to recruit, as well as allocations.

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

The service has undergone fundamental changes, for instance, staff have been upskilled to have a more generic role. The aim has been to improve resilience within the service. Magistrates described staff as being adaptable during difficult times, particularly as they had to complete outreach work and use virtual meetings and social media to engage children during the pandemic restrictions.

Swansea local authority acknowledges that there have been difficulties recruiting and retaining staff, and has developed and implemented a retention and recruitment strategy. This has a five-track approach to improving the recruitment and support of existing staff: enhancing the approach to recruitment; staff wellbeing and engagement; workforce development and training; 'growing their own' (internal progression); and developing a learning culture. They will also review exit information to understand why staff have left and how to reduce this.

The service does not have any staff from black, Asian or minority ethnic heritage, although children from these backgrounds represent 17 per cent of the caseload. Feedback from volunteers indicates that the current cohort of volunteers are not representative of the community in terms of age and ethnicity. Currently, there are no plans or strategies to recruit and support employment of a more diverse staff or volunteer group, and this area has not been included in the retention and recruitment strategy.

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

The YJS recognised that supervision was an area that needed to improve and has implemented a staff supervision process, which includes quality assuring supervision and managing the wellbeing of staff. Swansea has a recording log for supervision, and the standard agenda for sessions includes celebration of success, wellbeing, previous actions, workload, reflection, learning, training and continuous development. There is also a detailed section for case discussion.

Formal supervision takes place and is audited and analysed in performance data. Practitioners can provide feedback on their supervision, which covers frequency, cancellations, notes recorded and availability, and whether supervision is valuable. In a recent audit of supervision, staff overwhelmingly reported that they felt listened to and supported by their line managers, and that their wellbeing was considered. However, during the inspection many staff described that reduced capacity, the

impact on their workload and the effect of the pandemic has significantly affected their emotional wellbeing.

Practitioners and managers said there has been an improvement in supervision and this has been beneficial. In our staff survey, 91 per cent rated the frequency of supervision as 'just right', and when asked how they rated the quality of supervision 65 per cent stated it was 'very good', 26 per cent 'quite good' and 9 per cent 'not at all good'. The YJS has been committed to improving the quality of service delivery, upskilling staff and addressing areas of poor performance. There are clear processes in place, including development and support for staff who are not meeting a suitable standard.

Referral order panel members have an identified member of YJS staff with whom they link. In our volunteer survey, 67 per cent of respondents said the quality of support received was 'very good' and 33 per cent that it was 'quite good'. There is an induction process for volunteers; while this has been useful, some report they would have preferred more opportunities to shadow and observe.

There is a standardised induction process for staff joining children and family services and there is currently a temporary induction process for new staff starting during the pandemic. This provides staff with up to seven working days of learning, support and shadowing, a workplace buddy and the need to complete core e-learning. They also have an induction plan that will be reviewed. Staff who had recently started described their induction as sufficient.

The retention and recruitment strategy identifies that every member of staff should have an appraisal, and this is another opportunity to review learning and development. However, we assess that this process requires more focus and structure to ensure that it is beneficial for all staff. In our staff survey, it was positive that 56 per cent of respondents said their most recent appraisal was either 'very valuable' or 'quite valuable'. However, 17 per cent indicated it was 'not that valuable', and 9 per cent said they had not received one but should have done.

As part of the inspection, management oversight is assessed in both domains two and three. For domain two, we found oversight to be sufficient in three of the six cases. For domain three, we found oversight to be effective in five of nine cases. Insufficiency of oversight coincided with periods of reduced staffing and manager capacity, during which practitioners appeared to have had several different line managers for post-court cases. For out-of-court disposals, the reduced capacity had resulted in management oversight discussions not being recorded and the allocation of disposals to staff who do not normally hold these cases. In the five out-of-court disposal cases where oversight was considered sufficient, we found appropriate case discussions and action identified to support the oversight of the case.

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

Training and development have been key priorities for the YJS. The board monitors and discusses the staff training matrix to review progress and determine appropriate training for staff. The YJS keeps a log of training, which evidences that most staff have completed suitable training, including signs of safety, child protection, contextual safeguarding, county lines, hate crime, trauma-informed practice and desistance for youth justice. However, there is no evidence of staff undertaking learning to develop their cultural competence, awareness of unconscious bias or

diversity. In addition, staff have not yet been trained in AIM3 to support work with children involved in harmful sexual behaviour.

The YJS has embedded a culture of continuous learning and development. Staff and managers described the training opportunities as valuable and useful for their role. In the staff survey, 52 per cent of respondents felt that they had the skills and knowledge to undertake their role 'fully', and 44 per cent 'mostly'. Training is discussed at the case manager's meeting, where practitioners can identify the training they feel they would benefit from and upcoming learning events. They also provide feedback on the training they have completed to support the development of others. Most recently, staff have completed training on victims, county lines and safeguarding.

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

There are frequent opportunities for senior managers to engage with staff actively, including team meetings and briefings. These give staff the chance to contribute and share their views on topics and are used to provide regular updates about the service to staff. Staff have described both the principal officer and the YJS practice manager as visible, approachable and supportive.

The improvement plan identified that the YJS needed to develop team identity and wellbeing. This has included development days and ongoing meetings and workshops with the team. However, some practitioners said that the YJS profile and identity are not strong enough. For instance, they felt that other services do not understand what the YJS does, and this has been further complicated by the YJS undertaking duties for other services when they have had reduced capacity.

A stress management and counselling policy outlines procedures and processes for managers to identify and address stress at work. A staff wellbeing survey in 2020 found that staff knew who to turn to for support, and a strong trust between staff and their team. However, staff have experienced challenging times and, while efforts have been made through team meetings and regular check-ins, these have not fully met the emotional wellbeing needs of staff during the pandemic and periods of reduced capacity. The YJS and longstanding members of staff have also experienced the turbulence of the forming and then disaggregation of the Western Bay YJEIS and move to Swansea YJS. Consequently, the morale of some staff is fragile. Staff remain passionate, motivated and committed to working with children and families, and they are clearly resilient. Managers are working to address issues around morale. We consider that their appropriate help and continued support will facilitate sustained, improved morale.

### **1.3. Partnerships and services**



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

Requires improvement

#### **Caseload characteristics**

Percentage of current caseload with mental health issues	68%
Percentage of current caseload with substance misuse issues	66%
Percentage of current caseload with learning disability (IQ under 70) or learning difficulty (special educational needs,	19%

speech, language and communication needs, dyslexia, etc.) or subject to an education, health and care plan

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

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

The YJS has prioritised analysis of the profile of children who use the service and has access to detailed data. Performance analysis is comprehensive and provides a breakdown of disposals, offence type, ethnicity and gender. There is exploration and analysis of desistance and risks to and from the child. In addition, analysis provides an in-depth context to support understanding of the profile of children. Key performance indicators are also reported on, as well as the Welsh indicators; ETE, accommodation, substance misuse and mental health. The YJS also seeks the views of children to inform the context of the analysis.

The YJS has used data analysis to understand its current performance and put measures in place where standards are not met. For instance, as timeliness and quality of assessments required attention, the YJS developed and implemented learning workshops for staff.

While the data analysis is very rich and does explore diversity, it has not recognised that girls and children from black, Asian and minority ethnic backgrounds are overrepresented. There also needs to be more of a focus on and dialogue about children with disabilities and learning needs.

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

The YJS has a victim liaison officer (VLO) who contacts all victims to gather their views and to explore restorative justice. The service can offer letters of explanation, shuttle mediation (using indirect means of communication for mediation) and direct reparation. Victim wishes are considered for reparation, even if this does not involve direct work. The YJS police officer and VLO are trained in restorative justice conferencing and, where appropriate, this is offered to victims and children. There has been high uptake and completion of successful restorative justice conferences. Reparation work initially stopped during the pandemic, but most projects are now back in place. When determining reparation projects, the coordinator will aim to tailor these to the needs of the child to ensure they are learning from the work they are undertaking.

The YJS has an interventions centre which provides a venue for extensive activities. For instance, children can learn vocational skills, including plastering and tiling. There are also facilities for music recording, outdoor activities and access to a gym. Access to these activities is currently restricted as the intervention centre is not able to accommodate more than one child at a time. Where there are concerns relating to a child's emotional wellbeing, but they have not reached the threshold for CAMHS, they can be referred to the YJS's emotional wellbeing worker for one-to-one interventions. The worker uses a coaching model, employing neurolinguistic techniques to work with children, and is also a qualified gym instructor.

In our staff survey, 44 per cent said they 'mostly' had sufficient access to the services, interventions, and partnership resources they needed to work with the children, 17 per cent 'sometimes' and 13 per cent 'always'. As a result of the pandemic, all children

were RAG-rated and those most vulnerable were appropriately prioritised. However, several practitioners felt that the RAG rating and restrictions of the pandemic has meant some children have not been able to access the services they have needed.

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

The YJS has strengthened its health offer, which now includes an in-house 0.5 CAMHS nurse. This is a relatively new addition, and the service needs to become fully embedded. The CAMHS nurse will assess children and refer them on to CAMHS where appropriate, and can provide direct intervention with the children and/or signpost them to other mental health provision. The YJS and wider children and family services have recognised that there is a gap for YJS children accessing general and sexual health and are developing clearer alternative pathways.

The YJS has 3.5 days a week provision for speech and language therapy, shared with Neath Port Talbot YJS and Hillside secure children's home, with two therapists providing this service. This is very new and is still under development. Case managers will receive refresher training so that they can complete screening for speech, language and communication difficulties. Where there is an identified need, the speech and language therapist will complete an assessment and report for the child. Depending on the outcome, the therapist can undertake direct intervention or identify strategies. Feedback and strategies will be provided to the child, family and other professionals to ensure consistency in delivery. The therapists will also provide wider consultation to the YJS, such as guidance on developing environments to support communication.

The YJS has an ETE worker to support children in accessing and maintaining education placements. The ETE worker also links in with schools, colleges and the pupil referral unit. There are also links with other ETE support services in the local authority, including the 'educated other than at school' panel and 'hard to place' panel. Figures for YJS children not in education, employment or training (NEET) are not high. For instance, in the period April to September 2021, for those under 16, 0 per cent of the pre and post-court caseload were NEET and for those over 16 this was 21 per cent. It appears that ETE services work well together to support children. The YJS has an in-house tutor who can support children with educational needs. This is positive provision and has assisted in enhancing children's literacy and numeracy. However, relationships with existing schools and education providers need to be strengthened to support children in returning to mainstream education and avoid exclusions. At times there has been an overreliance on the YJS tutor when appropriate education provision for a child has not been secured.

Barod, a substance misuse service for South and West Wales, has seconded a substance misuse worker to the YJS to undertake assessments and interventions to support children with drug and alcohol issues. It was clear from the cases that we reviewed, and evidence gathered in the fieldwork week, that this is an excellent provision.

The YJS staff have not been trained in AIM3 to be able to assess and provide interventions for children who have been involved in harmful sexual behaviour. Although, children can be referred to Barnardo's, it is essential that YJS staff are trained in this area to be able to assess, identify need and, where appropriate, make recommendations for disposals. We found that staff have been working with children who have engaged in harmful sexual behaviour, but it was evident that there is a



lack of confidence in this area. There are plans for staff to be trained, and a clear process for ongoing support needs to be developed alongside this.

The YJS is active and represented in several forums to support risk management and safeguarding of children. These include the serious violence reduction task-and-finish<sup>14</sup> group, risky behaviour forum, Channel Panel (early intervention scheme that supports people at risk of radicalisation) and Multi Agency Public Protection Arrangements (MAPPA), where appropriate.

The principal officer for the YJS co-chairs the contextual, exploitation, missing and trafficked (CMET) group, a multi-agency forum that provides a contextual response to the management of community and place-based risk in which the YJS is involved. Specific cases can be referred for oversight, and the panel also identifies trends and themes, sharing this information to all professionals, who can facilitate targeted outreach work. CMET has responded to community safeguarding concerns and undertaken outreach to target exploitation, violence and antisocial behaviour successfully.

The YJS has focused on collaborative work and enhancing relationships with partner services, particularly in relation to children's social care (CSC). A policy for joint working between YJS and CSC is adequately detailed, referring to the roles and duties of both services. However, operationally some practitioners feel that other services do not fully understand the roles and remit of the YJS. For instance, a number of practitioners described that other services can overly rely on the YJS and step away from cases when they are involved. Raising the profile of the YJS and clarifying expectations would be beneficial.

Magistrates describe good communication between the YJS and the courts. The YJS attends panel meetings and provides regular updates. Courts are informed via meetings of available services the YJS provide, for example, music workshops and bike workshops. They state that they have an excellent relationship with the YJS.

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

As part of the inspection process, children are invited to participate in a text survey and those whose cases are inspected are offered the opportunity to speak to an inspector to give their feedback. We were able to speak to four children out of the 15 cases we inspected. Three children also responded to the text survey.

In the text survey, children were asked to rate the service from one to 10, with one being poor and 10 'fantastic'. All children rated the service as eight or above. Comments received in the text survey described the YJS as incredibly helpful and supportive. One child noted:

*"They are very helpful, consistently helping me. Making sure I am safe, healthy, and they are very good at showing me the ways forward in life and the amazing opportunities I have access to in my future."*

All four children interviewed said that they were aware of and understood the YJS's aims. One child said:

*"The YJS is about rehabilitation - if someone makes a mistake then there's help and assistance for being on the right route, and not making the same mistake again."*

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<sup>14</sup> Time-limited pieces of work to deliver a specified objective.

In relation to the services they received, three children stated they were 'very good' and one child 'quite good'. Children were asked if they had been able to access the right services and support to stay out of trouble and all answered 'yes'. One child said:

*"The YJS has been a good diversion for me and I have been able to channel my energy somewhere else, like with the activities."*

When asked if their YJS worker had the right skills to work with them, all stated 'yes'. One child reported:

*"Workers have the right skills and qualifications to work on issues. I have not experienced any bad or negative treatment. I am quite satisfied."*

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#### 1.4. Information and facilities



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

Requires improvement

In making a judgement about information and facilities, we take into account the answers to the following four questions:

#### **Do the policies and guidance in place enable staff to deliver a high-quality service, meeting the needs of all children?**

As part of the improvement plan following the HM Inspectorate of Probation Western Bay inspection in 2019, a task group was set up to look at and review all YJS policies. Any amendments, updates or new policies are presented to the management board for review and approval, and the current YJS policies are up to date. When the board endorses a new policy, it is shared with the YJS. In the staff survey, 52 per cent of respondents said they understood the YJS policies and procedures 'very well' and the remaining 48 per cent 'quite well'.

The service has developed joint protocols and policies with Neath Port Talbot YJS in which provision from partners covers both areas and/or is shared across the two services. There are policies for the wider children and family's services that cover appropriate areas relating to safeguarding and public protection, including county lines and missing or trafficked children. There is guidance for safeguarding and child protection processes, which identifies mandatory training, guidance on what to do when there are concerns and the YJS's ongoing role in protecting children. The YJS also has service-specific policies, such as risk of serious harm (ROSH), safety and wellbeing. This policy contains appropriate information to support risk and safety management, such as utilising a wide range of sources, a multi-agency approach to planning and management oversight procedures.

There is a draft Y2A (youth to adult) policy and the YJS and the probation service have been involved in its development. It clearly outlines good practice to assist the transition of children into adult services, such as early identification of cases, a multiagency approach, and lengthy and structured handovers. However, it is noted this policy does not adequately cover the transition of children in custody.

All policies incorporate the vision of a child-centred approach, stressing the importance of seeing the child first and tailoring provision to meet their needs. In addition, policies reflect the importance of seeking and responding to the voice of the child and their family. However, the policies do not cover diversity, structural barriers or disproportionality, and it is not clear how the service intends to address these areas and provide clear guidance to staff.

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

Swansea YJS has access to two council premises, the Dynefor Centre, based in Swansea city centre, and the intervention centre, situated in an industrial area on the outskirts. The Dynefor Centre is the administrative centre and base for the staff, but there are facilities where children can be seen. However, most programmed activity delivery takes place at the intervention centre.

The service is still operating on an essential visit basis only and current premises have stringent restrictions on access. The intervention centre can offer multiple activities for children to develop new skills and engage in structured programmes. Currently access is restricted to six people at a time, meaning that this is only available for one or two children at any one time. High risk and need children get priority for this facility, but the restrictions on numbers are a concern. Staff are still heavily reliant on virtual means of contact or seeing children in alternative locations, which may not always be confidential.

The restrictions in access to suitable premises are impacting on other provision within the YJS. For instance, most reparation and restorative justice conferences are completed at the intervention centre. Panel meetings are conducted via WhatsApp calls, which volunteers have found challenging because some panel members have struggled with the technology and not all children have had access to phones; in these cases, landlines have been used.

The YJS is able to use other facilities to see children, such as other council facilities, including community hubs. However, many staff describe access to these facilities as difficult, for instance, they are often occupied by other services, and staff are asked to provide a rationale before they can access them.

The current message from the Welsh government is to work at home where possible and there have been stringent restrictions for services, which has made access to premises difficult. It is evident that the YJS is attempting to address this issue and is actively working with health and safety staff and the trade unions to determine when and how it will be able to use its premises to see children.

While the safety of staff and children is paramount, this process is taking considerable time, and there is no clarity on how and when suitable confidential surroundings in which to see children and work with them will become available. This has caused confusion for many staff, who have also described inconsistencies in arrangements between services. For instance, while many stated that they were not able to see children in their homes or transport them in vehicles, they believed children's social care staff had been able to do this. The needs of children and families who access the YJS are complex and vulnerable, and it is essential that these are prioritised and appropriate facilities for contact are progressed.

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

The YJS uses the ChildView case management system and staff have access to the children's social care system to promote information-sharing. There is a facility to store victim details securely on the system. The YJS also has access to SharePoint where additional information about the child and family can be stored. As a result of the pandemic, all staff, including those normally office-based, were issued with laptops and mobile phones. In our staff survey, 71 per cent of respondents said the IT available helped deliver quality services 'quite well' and the remaining 29 per cent 'very well'.

The YJS case management system enables performance management data to be produced. The YJS performance officer undertakes regular data analysis, and completes a variety of reports, including monthly data cleansing (checks of the case management system), the management board bi-monthly report, Children and community grant (CCG) and police and crime commissioner (PCC) returns (biannually), YJB data returns and child in need census. There are also ad hoc performance analysis reports, for example, Covid-19 recording, RAG ratings, contact frequency and event characteristics. As part of the quality assurance framework, there is a monthly performance meeting between the practice manager, practice lead and performance officer. This is an opportunity to further review the data analysis before it is shared monthly with the senior management team meeting and quarterly with the management board.

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

Following the HM Inspectorate of Probation inspection of Western Bay and creation of a separate Swansea youth justice service, an improvement plan was developed. It is evident that the YJS identified appropriate areas of focus to improve services and has been working hard to achieve the targets. The improvement plan has been regularly reviewed by the board, which has supported the YJS in delivering against the targets. Although the YJS had clearly made progress, it continues to use the improvement plan as a tool to analyse current provision and drive improvement.

The YJS is committed to learning and improving the service, for instance, it has used HM Inspectorate of Probation reports to learn from and adapt practice. The service has developed a new quality assurance framework, with quality assurance and dip sampling by the practice leads and practice manager. Full case audits are completed focusing on recording in the case management system, assessments, plans, the voice of the child, implementation, reviewing, and risk, safety and wellbeing classifications. The service has also developed an AssetPlus quality assurance tool to assist managers when reviewing and countersigning assessments.

The YJS undertakes reviewing and audits with other services in child and family's services. For instance, the practice leads for safeguarding and for child exploitation complete monthly quality assurance reviews against safeguarding protocols. A quality and performance management group also looks at findings and learning from thematic inspections, joint inspection of child protection arrangements (JICPA) and serious incidents.

When the YJS has identified areas of development, it has responded appropriately, for example, case reviewing processes now include meetings with the child, parents or carers, and professionals to review progress collectively. In addition, staff workshops have been developed with themed areas, including risk and safety assessing and planning.

The YJS has been proactive in seeking the views of children and families to improve the effectiveness of the service. As part of the audit process, children and families are consulted and their views shared at the board and with practitioners to inform development. There are wider plans for children to be involved in recruitment; they have created a video to add their own voice for the recruitment process and their views hold a 25 per cent weighting on the final decision for a candidate.

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## Diversity

Throughout our standards, we expect a personalised and responsive approach for all children, which includes taking account of their diversity and protected characteristics. Those factors may influence our judgements in specific standards. Here, we present an overall summary of the approach to diversity that we found in this YOT.

At the time of inspection, girls made up 20 per cent of the caseload and children from black, Asian and minority ethnic heritage 17 per cent. While the service aims to tailor to the child's needs, these key areas have been missed from its plans, policies and protocols. The service has also missed looking at how it responds to children with protected characteristics. These omissions have had a knock-on effect on the wider service delivery. For instance, the current staff group is not representative of the wider community and cohort of children, and there are no plans to recruit and retain a more diverse team. In addition, staff have not received training to develop their knowledge of diversity, such as cultural competence.

It is evident that practitioners aim to tailor services to meet the needs of the children. In the cases we reviewed for domain two, consideration of diversity needs, particularly in relation to learning needs, was strong across assessing, planning and delivery. However, in domain three, this was less consistent. While there is a wide range of services, there is little evidence of specific provision to meet the diverse needs of all children.

## 2. Court disposals

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We took a detailed look at five community sentences and one custodial sentence managed by the YJS. We also conducted six interviews with the relevant case managers. We examined the quality of assessment; planning; implementation and delivery of services; and reviewing. Each of these elements was inspected in respect of work done to address desistance, keeping the child safe and keeping other people safe.

Assessment of desistance and keeping the child safe was sufficient in over 80 per cent of the cases we reviewed. Assessment of how to keep other people safe was adequate in four of the six cases; the lowest scoring area drives the rating and therefore the overall rating for assessment was 'Good'.

Planning for desistance was strong in all six cases. Planning for keeping the child safe was sufficient in four cases but planning to keep others safe was sufficient in only three cases, driving the overall rating for planning as 'Requires improvement'.

The rating for implementation and delivery was 'Good'. This was driven by the lowest scoring area, keeping other people safe, which was sufficient in four of the six cases. For desistance, all six cases were sufficient, and for safety of the child, delivery was sufficient in five cases. Reviewing has achieved a rating of 'Outstanding'. Reviewing activity in relation to desistance was adequate in all six cases; for keeping the child and others safe there was sufficiency in five of the six cases.

The quality of work on desistance was the strongest area of performance across our assessment, planning, implementation and reviewing standards, having been sufficient in every case we inspected. It was evident that practitioners recognised children's needs, understood their impact and tailored delivery to meet them. The involvement of other professionals, alongside the child and parents or carers, had been consistent throughout. The YJS used planning and review meetings to include all professionals involved with the child, and having the child and parents or carers present facilitated a collaborative approach.

### Strengths

- Practitioners were aware of trauma-informed practice; they could identify adverse childhood experience and analyse how these affected children.
- Practitioners had a clear understanding of desistance and could effectively identify, analyse and plan to address these factors. Implementation targeted areas of concern and built on strengths and protective factors.
- Diversity needs of the children were recognised and analysed, with planning and implementation tailored to meet these needs.
- Professionals, children and parents or carers were consistently involved in assessing, planning, implementation and reviewing.
- Reviewing of desistance, safety of the child and others was a strength. Reviewing activity was frequent and proactive.

## Areas for improvement

- Assessment of necessary controls and interventions needs to be more analytical to identify the measures needed to keep others safe.
- Planning to keep other people safe also requires improvement, there needs to be more focus on contingency arrangements.
- Planning to protect actual and potential victims needs to be clearer with effective measure to prioritise their safety in place.

Work with children sentenced by the courts will be more effective if it is well targeted, planned and implemented. In our inspections, we look at a sample of cases. In each of those cases, we inspect against four standards.

### 2.1. Assessment



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

Good

Our rating<sup>15</sup> for assessment is based on the following key questions:

	% 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	100%
Does assessment sufficiently analyse how to keep the child safe?	83%
Does assessment sufficiently analyse how to keep other people safe?	<b>67%</b>

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

In all cases inspected, the practitioners had sought and used information held by other agencies. We found that this enhanced their analysis of desistance and understanding of the child's circumstances. In five of the six cases, analysis had considered offending behaviour, the child's attitudes and motivation for their offending. The child had been meaningfully involved in their assessment in all cases, and in four of the six cases, parents and carers had been effectively included.

One inspector noted:

*"Factors linked to the child's desistance are well-explained with family, ETE [education, training, and employment] and substance use being considered. Analysis is sufficient, with available information drawn from child, parent and other services to understand his attitude and presentation."*

In all six cases, assessments had focused on the child's strengths and protective factors. In five of the six cases, assessments had analysed diversity issues

<sup>15</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

sufficiently, and in all six cases, the personal circumstances, including the wider familial and social context of child, were considered. Practitioners were able to recognise the child’s individual needs and analyse the impact of these, such as being a looked after child.

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

In five of the six cases, assessments clearly identified and analysed risks to the child’s safety and wellbeing. It is apparent from the case rationales that practitioners had a good understanding of trauma and adverse childhood experiences. This insight had enabled detailed exploration and analysis of potential adverse outcomes for the child. Assessments had analysed controls and interventions to keep the child safe in four of the six cases. Inspectors found the classification of safety and wellbeing to be reasonable in all reviewed cases.

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

In four of the six cases we reviewed, assessments had identified, and analysed factors related to risks from the child to others. Assessment drew on available sources of information, including past behaviour, convictions and information held by other services.

Five cases required analysis of controls and interventions to manage and minimise risk of harm presented by the child. However, this was only sufficient in two of the cases. Assessments had not taken all behaviour into account when determining the classification.

**2.2. Planning**



Planning is well-informed, holistic and personalised, actively involving the child and their parents or carers.	Requires improvement
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Our rating<sup>16</sup> for planning is based on the following key questions:

	<b>% 'Yes'</b>
Does planning focus sufficiently on supporting the child’s desistance?	100%
Does planning focus sufficiently on keeping the child safe?	67%
Does planning focus sufficiently on keeping other people safe?	<b>50%</b>

**Does planning focus on supporting the child’s desistance?**

Planning for desistance was sufficient in all six cases. In five cases, planning addressed diversity needs appropriately and in all six it took account of the child’s personal circumstances, including their wider familial and social context. In several of

<sup>16</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.



the cases, planning meetings had been held with the child and they were actively involved in determining achievable targets. One inspector identified that:

*“The plan is proportionate to the length of the 12-month intervention. The young person was involved in a planning meeting and was fully aware and motivated to comply with the various elements of the order. The plan for desistance included work on offending behaviour, victim work and managing emotions. It was also clear the child needed to attend the intervention centre on a twice-weekly basis. The activity requirement of the YRO was used creatively so this could assist the child to study for their Maths GCSE.”*

In all cases, planning was strengths-based and had taken protective factors into account. In the three cases where there were identifiable victims, all had given sufficient account to the needs and wishes of the victim.

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

Planning focused sufficiently on keeping the child safe in four of the six cases. In five cases, planning promoted the safety and wellbeing of the child adequately, addressing potential risks. Inspectors noted that planning was collaborative with other agencies. Where appropriate cases were discussed in multi-agency forums to ensure that all plans were aligned and clear. Planning to set out the necessary contingency arrangements was effective in three of the six cases.

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

Planning to keep other people safe was sufficient in only three cases. Positively, in five cases planning had involved other agencies where appropriate. However, four cases required planning to keep actual and potential victims safe, but this was sufficient in only one. Necessary controls and interventions to promote safety of others were insufficient in three cases. Inspectors found that contingency arrangements did not address all potential risks and were only effective in two of the six cases. It was evident from the case rationales that contingency planning needed to be tailored to the child and clearly outline appropriate actions should risk factors change. One inspector noted:

*“External controls have not been considered. For example, how will the child's activities/associations in the community be monitored even with a significant period of desistance. There are no planned actions in the event of changes to the risk, and the contingency in the case is insufficient.”*

## **2.3. Implementation and delivery**



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

**Good**

Our rating<sup>17</sup> for implementation and delivery is based on the following key questions:

%	% 'Yes'
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<sup>17</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Does the implementation and delivery of services effectively support the child's desistance?	100%
Does the implementation and delivery of services effectively support the safety of the child?	83%
Does the implementation and delivery of services effectively support the safety of other people?	<b>67%</b>

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

Delivery for desistance scored very highly in every prompt question, where appropriate, and was sufficient in all six cases. It promoted opportunities for integration, provided services most likely to support desistance and built on the child's strengths and protective factors. In every case, delivery had considered diversity factors and the wider familial and social context of the child. Sufficient attention was given to encouraging and enabling compliance.

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

Delivery of services to support the child's safety was effective in five of the six cases. In five cases, delivery promoted the safety and wellbeing of the child. The involvement and coordination of other services were effective in five cases. It was evident that the practitioners had been proactive in working and liaising with other services to keep the child safe. One inspector identified that:

*"From the case file it appears extensive work has taken place to keep the young person safe. ChildView documents constant information-sharing between the YOS [youth offending service], children services, police and the care home. Fortnightly professionals' meetings have occurred during most of the order. Minutes of various meetings which include risky behaviours and Misper [missing person] meetings are held on file. These meetings document what actions are and have been taken to keep the young person safe, for example, for the police to attend every professionals' meeting so all information can be shared on a timely basis."*

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

Delivery to support the safety of others was effective in four of the six cases. Delivery of services to manage and minimise the risk of harm sufficiently was adequate in four cases. It was clear from case rationales that the YJS were proactive in working with other services, which included regular information sharing and attendance at multi-agency meetings. Five cases required consideration of actual and potential victims and this was sufficient in three of them. One inspector noted:

*"The victim of the offence did not wish for any further contact from the YJS, and they were not known to the child. However, sessions were completed to increase victim awareness and the child's understanding of the seriousness of their behaviour."*

## 2.4. Reviewing



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

Outstanding

Our rating<sup>18</sup> for reviewing is based on the following key questions:

	% 'Yes'
Does reviewing focus sufficiently on supporting the child's desistance?	100%
Does reviewing focus sufficiently on keeping the child safe?	<b>83%</b>
Does reviewing focus sufficiently on keeping other people safe?	<b>83%</b>

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

Reviewing activity in relation to desistance was effective in all six cases, and in every case, there had been a formal written review. Inspectors noted that reviewing activity was proactive, responding to changes in circumstances and adjustments were then made to meet the needs the case. In all six cases, reviewing built on the child's strengths and protective factors. In all six cases, practitioners had involved the child and parent, this collaborative approach, enabled reviewing activity to be co-produced, with the child's voice at the centre.

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

In five of the six cases, reviewing had focused effectively on keeping the child safe. Four cases required identification and analysis of changes in desistance, which we found to be sufficient in three cases. In five cases, reviewing had necessary input from other agencies, we found that this was consistently recorded and evidenced progress of the case. One inspector described:

*"Communication by the case manager with colleagues and the panel is well-evidenced and conveys a lot of thought as to how best to meet needs and support the child. Evidence of this is borne out [in] the extent of exit planning, based on views of child and mum being heard and acted upon".*

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

Reviewing focused effectively on keeping other people safe in five of the six cases. Inspectors found reviewing activity involved children, parents or carers and other services. It was also frequent and active throughout the disposals, rather than waiting for review timescales or milestones. One inspector reported:

*"Risk of harm is reviewed regularly by case manager given the child's circumstances and disclosures while in custody. Note from case records of professional discussion as well as information being shared within local county lines multi-agency meeting by substance misuse worker."*

<sup>18</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annex 2 for a more detailed explanation.

### 3. Out-of-court disposals

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We inspected nine cases managed by the YJS that had received an out-of-court disposal. These consisted of one youth caution and eight community resolutions. We interviewed the case managers in the nine cases.

We examined the quality of assessment; planning; and implementation and delivery of services. Each of these elements was inspected in respect of work done to address desistance, work to keep the child safe and work to keep other people safe. The quality of the work undertaken for each factor needs to be above a specified threshold for each aspect of supervision to be rated as satisfactory.

We also inspected the quality of policy and provision in place for out-of-court disposals, using evidence from documents, meetings and interviews.

Assessment was rated 'Inadequate'. However, individual assessment of desistance was sufficient in eight of the nine cases. The overall rating was driven by assessment of how to keep others safe, which was effective in only four of the nine cases.

Overall, planning was rated as 'Inadequate'. Planning for desistance was sufficient in seven cases. However, planning to keep the child safe was sufficient in only three of the nine cases and planning to keep others safe was effective in four cases.

While delivery to support desistance was sufficient in six cases, implementation and delivery to keep the child safe and to keep others safe were effective in only four of the nine cases, resulting in the overall rating of 'Inadequate'.

The quality of policy and provision in place for out-of-court disposals has been rated as 'Requires improvement'.

Assessment of desistance and how to keep the child safe was strong in most cases. However, assessment of risk of harm did not analyse all available information effectively to identify and understand potential risks from the child. Diversity needs of the child had not been identified or analysed effectively, which affected planning and delivery to meet them. The needs and wishes of the victims had been considered appropriately in assessment and planning. However, planning and delivery to keep actual and potential victims safe were ineffective. In addition, contingency arrangements to address any escalation in risks to and from the child were not clear or robust.

For domain three case selection, the YJS must provide details of all eligible out-of-court disposal cases, from which a case sample is identified. We acknowledge that the YJS was experiencing significant staff absences during this case sample period, and the reduced capacity had some impact on the cases we have reviewed.

#### Strengths

- Assessment of desistance and how to keep the child safe was effective and had utilised other sources of information, including direct liaison with other services.
- Planning consistently identified the most appropriate interventions and services to address desistance factors.

- The needs and wishes of victims and opportunities for restorative justice had been considered in assessing and planning.
- Children and parents or carers were meaningfully involved in the assessment and planning process.
- A joint protocol with the police clearly advocated for diversion and the use of out-of-court disposals.
- There were clear timescales for contact with the child, family or carers and victim, assessment and report completion and presentation at the bureau. The decision for the disposal and its application were timely.

### Areas for improvement

- Children's diversity requires more consideration so that any needs can be identified, analysed and used to inform planning and implementation.
- All relevant information, including previous behaviour and assessments from other services, needs to be used when determining potential risk of harm to others.
- Contingency arrangements for keeping the child and others safe need to be identified, robust and effective in determining appropriate actions should risks increase.
- Practitioners need to consult and involve other services to support keeping the child safe and effective risk management.
- There needs to be more attention and focus to actual and potential victims to promote their safety.
- The current bureau arrangements do not have appropriate seniority from the YJS to support oversight, challenge and healthy discussions.
- Performance analysis needs to be more in-depth to provide detailed information on the children accessing out-of-court disposals. Key findings and learning from this need to be continually shared with the board and those involved in decision-making on the bureau.
- There is no specific guidance or strategy on children with diversity needs and/or who are overrepresented.

Work with children receiving out-of-court disposals will be more effective if it is well targeted, planned and implemented. In our inspections, we look at a sample of cases. In each of those cases, we inspect against four standards.

### 3.1. Assessment



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

Inadequate

Our rating<sup>19</sup> for assessment is based on the following key questions:

	<b>% 'Yes'</b>
Does assessment sufficiently analyse how to support the child's desistance?	89%
Does assessment sufficiently analyse how to keep the child safe?	78%
Does assessment sufficiently analyse how to keep other people safe?	<b>44%</b>

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

Assessment analysed desistance sufficiently in eight of the nine cases we inspected. In all cases inspectors found that assessments were comprehensive, provided detailed insight into the child's behaviour, maturity and motivation. In eight cases, assessing had focused on the child's strengths and protective factors, one inspector recorded:

*"Structural barriers for the child are understood and well-documented by the case manager. There's recognition of the protective factors in the child's life as well as his strengths. I am provided with an understanding of the child through assessment as information is gathered from him and his mother, as well as services which have been involved historically to support and respond to health needs."*

Although all cases had considered personal circumstances, only five cases had analysed the child's diversity needs appropriately. Inspectors noted that practitioners were proactive in liaising with other services and had meaningfully involved the child and parents or carers to enhance their analysis. Seven cases had identifiable victims, and assessment in six of these had considered their needs, wishes and opportunities for restorative justice.

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

In seven of the nine cases, assessment had effectively analysed how to keep the child safe. In all nine cases, the case manager's classification of safety and wellbeing was reasonable. In seven cases, assessments clearly identified and analysed risks to the safety and wellbeing of the child. It was evident that practitioners had a good understanding of attachment, trauma and adverse childhood experiences, and how these can impact on a child's wellbeing. One inspector reported:

*"I concur with the case manager's medium risk of safety and wellbeing classification. The report to the bureau is comprehensive in this area. It provides a clear rationale for this judgement. The case manager said they were concerned about the risk of exploitation from negative influences within the local community. They have also cited the young person's difficult childhood and a traumatic background."*

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

Only four of the nine cases analysed how to keep other people safe adequately. As this is less than 50 per cent of the cases we reviewed, it has driven the overall rating of 'Inadequate' for assessment. In only three of the nine cases was there a clear written record of the assessment to keep other people safe. Assessment identified

<sup>19</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annex 2 for a more detailed explanation.

and analysed risks of harm posed by the child in only two out of eight relevant cases. Inspectors found that more exploration of other known or suspected behaviour was needed in determining potential future harm, one inspector noted:

*“The index offence was assault and there is a history of such behaviour by the child ... While the medium RoSH is appropriate, there is insufficient analysis of how imminent the risks are and consideration of context of behaviour. Triggers to the offence and broader behaviours are not explored.”*

The classification of risk of serious harm was reasonable in six cases. In two of the cases where this was found to be unreasonable, assessing had underestimated risk. In one case, the assessment identified the child as low risk, but the bureau report stated medium.

### 3.2. Planning



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

Inadequate

Our rating<sup>20</sup> for planning is based on the following key questions:

	% 'Yes'
Does planning focus on supporting the child's desistance?	78%
Does planning focus sufficiently on keeping the child safe?	<b>33%</b>
Does planning focus sufficiently on keeping other people safe?	44%

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

Planning focused on supporting desistance effectively and was proportionate to the disposal in seven of the nine cases. Inspectors found that planning was strengths based, tailored and co-produced with the child and parents or carers. This approach has enabled sequencing and the most appropriate services to support desistance being identified. One inspector recorded:

*“The plan to address desistance has been carefully thought out. The child has significant attachment issues, and it was agreed the intervention would be undertaken by staff who were already working with the child. Although, the LAC [looked after child] was placed out of area, Swansea YOT maintained case responsibility. The plan included the child writing two letters of apology to his victims; to continue with diversionary activities (which had already started via a prevention referral) and to undertake work with a specialist worker from the care home regarding crime and consequences. The child was aware of the plan and motivated to comply with it.”*

Seven cases had identifiable victims, and in five of these planning had given sufficient attention to their needs and wishes. One inspector identified:

<sup>20</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annex 2 for a more detailed explanation.



*“Good piece of victim-related work in this case. Clearly evidenced within case records as to what has been undertaken and by whom, with views of victim being heard by the VLO [victim liaison officer] and this contributing to planning for the case at bureau meeting. (Note too the outcome from bureau being conveyed to the victim's mother, as per expressed wish.)”*

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

Planning focused sufficiently on keeping the child safe in only three of the nine cases. Inspectors noted that where plans had been created, these lacked specific detail, on what needed to be undertaken to address risks to the child. The involvement of other services in planning was required in six cases and was sufficient in four. However, plans developed by the practitioners did not always outline the roles of other services. One inspector described:

*“There is no real plan in place to keep the young person safe. The AssetPlus pathways and planning section does broadly document that the child needed to work with professionals. It also said the child needed to work with the substance misuse worker. However, the child is assessed as high [risk] and a robust and comprehensive plan was needed. It should have documented all the agencies involved (others include Barnardo's and CAMHS) and how these would effectively work and communicate together.”*

Necessary contingency arrangements to keep the child safe were required in seven cases but were adequate in only one. It was evident that actions and roles of other services, should risk increase, were not considered effectively.

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

Planning that was adequately focused on keeping other people safe was sufficient in only four of the nine cases. In three cases, risk of harm had been underestimated and this had affected the development of appropriate plans. One inspector noted:

*“Incorrectly assessed as low risk, no intervention offered and therefore no plan in place about how to keep others safe. The work around offending behaviour could have been linked into public protection work.”*

Planning to promote the safety of other people and address factors related to risk of harm was required in six cases but was effective in only two. Inspectors noted that there needed to be clearer recording of the roles and actions for other services to support risk management. Seven cases needed to address specific concerns in relation to actual and potential victims, but this was effective in only two cases. Case rationales identified that effective contingency planning had not always been completed. Therefore, actions to needed to address changes in risk had were not known.



### 3.3. Implementation and delivery



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

Our rating<sup>21</sup> for implementation and delivery is based on the following key questions:

	% 'Yes'
Does service delivery effectively support the child's desistance?	67%
Does service delivery effectively support the safety of the child?	44%
Does service delivery effectively support the safety of other people?	44%

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

Service delivery to support desistance was effective in six of the nine cases. Delivery of services most likely to support desistance, with sufficient attention to sequencing and timescales, was adequate in six cases. Inspectors found that practitioners were skilled at developing and maintaining positive relationships with children and parents or carers. This supported and encouraged engagement with the YJS.

Delivery took account of the child's diversity need in only four of the nine cases. In seven cases, implementation had considered the wider familial and social context of the child. In six cases, delivery promoted opportunities for community integration and access to mainstream services.

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

Delivery to keep the child safe was effective in only four of the nine cases. The involvement of other services to keep the child safe was required in seven cases but adequate in only two. A theme across the cases was the lack of continued liaison and involvement of other services, particularly when the circumstances needed to be verified to ensure the child's safety. One inspector noted:

*"The intervention has not been sufficiently coordinated or planned. No professional meetings or any senior management oversight has been in place to effectively manage the risk. I could not locate any involvement from the police."*

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

Delivery to keep other people safe was effective in only four of the nine cases. Inspectors found that the involvement of other services needed more coordination and information sharing to manage and minimise the risk of harm. One inspector noted:

*"As a result of the child not engaging, no intervention work has been delivered to address and manage the risk presented by the child and no evidence of checks being subsequently undertaken to find out how he's getting on with, for example, college or with police in terms of any other reports of similar behaviour."*

<sup>21</sup> The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Seven cases required focus and attention to be given to actual and potential victims, but this was sufficient in only two cases. One inspector recorded:

*“There was no work undertaken to protect the victim or future victims with a repeat of the child's behaviour. The planned thinking skills session did not happen. There was no linking with police to establish on any further reports in relation to the child.”*

### 3.4. Out-of-court disposal policy and provision



There is a high-quality, evidence-based out-of-court disposal service in place that promotes diversion and supports sustainable desistance.

Requires improvement

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

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

Swansea has an out-of-court-disposal protocol and there is a South Wales police out-of-court-disposal document. Both documents outline the out-of-court-disposal process, including information-sharing and options available to the bureau (the out-of-court disposal decision-making panel). Out-of-court disposal documentation details the eligibility criteria, for example, the gravity score, consideration of previous disposals and engagement.

The guidance clearly sets out the distinct and substantial differences between community resolutions and formal out-of-court disposals. It highlights that the bureau has the options of the youth restorative disposal (YRD), which is a community resolution, youth caution (YC) or youth conditional caution (YCC).

South Wales police and the YJS are agreed that first-time summary offences can be decided by the police, for instance, through an on-the-street restorative justice community resolution. Second and subsequent offences will lead to a joint decision by police and YJS following an assessment by YJS. The guidance also sets out that out-of-court disposals, including the YRD, can be used at any time when proportionate to the offence, but consideration should be given to guard against inappropriate repeat cautioning.

Although the protocol and guidance identify a joint protocol between the YJS and police when determining out-of-court disposals, responsibility and oversight between the two bodies do not appear to be equal. For instance, the guidance states that the bureau is chaired by a police sergeant, identified as the primary decision-maker. In addition, the escalation process does not advocate and encourage healthy challenge and discussions on assessments, risk classifications and appropriate disposals. It states that disagreements will be recorded and in exceptional circumstances may be referred to a superintendent and YJS manager for a final decision.

Swansea out-of-court disposal documentation does outline that children should be treated as children first and that there needs to be a tailored approach to meet their needs. However, there is no mention of how diversity needs and disproportionality are to be addressed. This would be beneficial as performance data has identified an overrepresentation of girls and children from black, Asian and minority ethnic backgrounds.

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

The YJS police officer checks the police systems daily and this identifies any out-of-court disposal cases. This also allows the police officer to ensure that the procedures have been followed in determining the most appropriate disposal, for example, that an out-of-court-disposal has been considered rather than a charge to court. The YJS police officer will notify the practice lead of any potential out-of-court disposals and will share victim details with the victim liaison officer (VLO). The case will then be allocated to a practitioner to complete an AssetPlus assessment and report for the bureau. There are clear timescales for contact with the child, family or carers and the victim to ensure that this is prompt. In all the nine cases we inspected, the decision on the disposal type and the application of the disposal were timely.

There is a relatively new process in which a planning meeting is held with the practitioner, professionals involved and a practice lead before the case is presented at the bureau. This is the point where information and views from other services are gathered and discussed to inform the report. The VLO also completes a report to share the victim's views and wishes. Although the VLO and other professionals are not invited to attend the bureau, the planning meeting process enables professionals to have input into the report and contribute to any recommendations.

The bureau comprises a police sergeant (chair and decision-maker), YJS police officer, YJS practitioner and a volunteer. As there is representation from the YJS at practitioner level, it should be their responsibility to challenge and escalate, where appropriate, decisions regarding disposal outcomes, interventions and plans. We found that the disposal decisions were appropriate in the nine cases we reviewed. However, decisions on risk classification, intervention and plans to address concerns were not sufficient in all cases. More oversight and challenge in these areas was needed at the bureau to ensure the needs of the cases were met adequately. In one case we reviewed, the outcome of a community resolution was appropriate, but the risks presented by the child were underestimated and the intervention identified by the bureau did not address all concerns. The bureau would benefit from a YJS management as well as practitioner presence. This would enable attendance of appropriate seniority from both the police and YJS, and ensure that responsibility for challenge, escalation and oversight is at the proper level.

In the current process, the police sergeant makes the overall decision. There is an escalation process, but it is rarely used. Although disputes are recorded, only in exceptional circumstances are disagreements escalated higher within the police and YJS. While it is positive that the bureau tends to agree on all decisions, it is important that healthy discussions are encouraged and, where appropriate, escalation is a viable option. The current bureau arrangements do not effectively promote this.

Before the pandemic, the child and their family or carer were invited to attend the bureau. Currently, the report is shared with them before the bureau meets and they are then updated on the outcome. Self-assessments are completed with the child and family as part of the assessment process and feed into the report for the bureau.

Children who receive an out-of-court disposal have access to the same services as post-court cases. The cases are closed after a maximum 12 weeks but, should there still be unmet needs, the YJS will offer voluntary support and continue to work with the child. Out-of-court disposal cases also have access to the same risk of harm and safety and wellbeing oversight as post-court cases. However, in the cases we

reviewed, planning and implementation to keep the child and others safe were inadequate. Planning needed clearer direction from the bureau and contingency arrangements required more detail, specific to the identified risks and involvement of other services. Deficits in planning had affected delivery, as there was a lack of coordination between services. Appropriate interventions to mitigate risks to and from the child were not undertaken.

Bureau members have been trained, are experienced and have the skills to contribute to decisions. However, there needs to be more guidance, information, and analysis to assist the bureau in understanding the profiles of children it sees. For instance, the YJS has available performance data on the types of disposals, context of the decisions and impact on first-time entrants, but the bureau was not aware of this. The analysis had also identified that girls and children from black, Asian and minority ethnic backgrounds are overrepresented. This information had not been shared effectively with those who sit on the bureau, and they had not received guidance or training in how to approach and address diversity when considering out-of-court disposal decisions.

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

A YJS national standards audit in 2019 identified that a prevention and diversion strategy needed to be developed and the profile of out-of-court disposals needed to be raised within the police. There is evidence that the YJS had acted on this, for instance, the YJS police officer had shared information with police colleagues to increase their understanding of out-of-court disposals. In addition, AssetPlus assessments were being completed for all out-of-court disposals and the timescale for completion had been extended to 20 working days to ensure that practitioners had adequate time to complete quality assessments. While a diversion strategy and protocol had been developed, it would benefit from a further review to ensure that there are effective governance arrangements and that the process is collaborative, and it includes representation from appropriate services to facilitate decision-making, with appropriate seniority from the YJS.

Swansea YJS now forms part of the quarterly out-of-court disposal scrutiny panels held by the PCC's office and due to start. The scrutiny panel will include the PCC, chair of youth magistrates' panel, Crown Prosecution Service, police and managers from both Swansea and Neath Port Talbot YJS. However, as these have not yet taken place, the YJS has not yet had any feedback on its out-of-court disposals.

The YJS would benefit from undertaking additional detailed analysis looking at out-of-court decisions, interventions, desistance, risks and safety classifications. This in-depth analysis could assist in understanding the profile of children accessing out-of-court disposals. Any key findings and learning should be shared with the board and those involved in decision-making at the bureau.

## 4. Resettlement

### 4.1. Resettlement policy and provision



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

Requires improvement

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

Our key findings were as follows.

#### Strengths

- The YJS has undertaken audits of custody and resettlement to identify areas of strengths and development.
- Children's views have been gathered to understand the impact of the YJS on resettlement.
- The YJS has recognised that this is an area of development and is working with partners to develop and embed a process for resettlement.

#### Areas for improvement

- A resettlement policy and protocol needs to be developed and implemented, ensuring that there is clear guidance on timescales, management oversight, escalation, and risk and safety management.
- Resettlement pathways and roles and responsibilities need to be established and embedded with partner services.
- There needs to be improved communication between the YJS, secure estate and other involved services to ensure risk is addressed and managed, and victims are protected.
- Provision and transition for children nearing and/or turning 18 requires further development to ensure that their resettlement needs are met, specifically accommodation.
- Resettlement policy, provision and evaluations need to include diversity, structural barriers and disproportionality to ensure that the needs of children are met.

In making a judgement about resettlement policy and provision, we take into account the answers to the following three questions:

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

Swansea YJS has created an 'enhanced constructive resettlement practice' guide, but this is still under development. This document describes the principles of constructive

resettlement and pathways to resettlement. However, it does not give specific detail on how the YJS will provide a personalised and responsive service for children being resettled. The importance of having an early and tailored approach for enabling a prosocial identity is clear, but the guidance does not specifically address structural barriers the child may experience, diversity needs or disproportionality.

The guidance identifies vital strategic partners and an intention to develop a multi-agency approach to resettlement, but these pathways have not yet been established. While there appears to be willingness from services to work collaboratively, including children's social care, the secure estate, child and adolescent mental health services (CAMHS) and housing, roles, responsibilities and accountabilities have not yet been defined.

To ensure practitioners and partners understand their responsibilities, the guidance needs to be clear on information-sharing, timescales for actions, management oversight and escalation, but this is currently missing. There is reference to forums to manage risks to and from the child, including MAPPA and the high risk and vulnerability panel. However, this does not cross-reference with existing safeguarding procedures or provide detail on specific measures, protocols and processes. For instance, the guidance on licence conditions and victim safety is not sufficiently detailed.

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

Securing appropriate accommodation for children leaving custody can be difficult, but this is a key aspect of resettlement and influences planning for the other pathways. In the two resettlement cases we reviewed, finding suitable accommodation was a problem. In one case, the child had turned 18 during the custodial element and, although there had been regular communication with the probation practitioner, appropriate accommodation for his forthcoming release had not been found. The young adult was to be released with no fixed address and would be advised to present himself as homeless to the council on the day of release, which is unacceptable. In the other case we inspected, planning activity for accommodation was adequate but appropriate housing had not been secured. The matter had been escalated to the principal officer and the YJS was challenging children's social care (CSC) on its responsibilities to find this child suitable accommodation. While this demonstrates that the YJS will challenge and escalate concerns with other services, the pathway for accommodation, roles and responsibilities are not effectively embedded.

Planning for education, training, and employment (ETE) was adequate in only one case. For the child who turned 18, ETE was identified as a key desistance factor, but there was little evidence of planning either by the YJS or the probation service. In the second case, the child had engaged with education and training, including carpentry, in custody. Although he could not resume a previous education course in the community, with support from the ETE worker a 'roll on, roll off' level 1 employability skills programme had been identified. In the one case that required planning for health, specifically substance misuse needs, the practitioner had linked in with the substance misuse worker who had met the child in custody and was involved in identifying support post release.

Planning and implementation for other resettlement needs were inadequate in both cases. Both children required support and intervention to address offending behaviour, but there was no evidence of work undertaken while they were in custody. Evidently, provision in the secure estate has been affected by the pandemic, but the information on what, if any, intervention had been completed was insufficient.

Contact arrangements with children in custody have been difficult during the pandemic. In one case, there had been regular contact with the child through prison visits and by virtual means. In the other case, there were difficulties in organising video-link contact, but this did happen on one occasion. However, the practitioner had not considered other means of communication, such as writing to the child or emailing. In both cases, there were limited efforts to make contact with family or carers.

Information-sharing and provision with the secure estate to keep the child safe were sufficient in both cases. Unfortunately, both children had been assaulted in custody, although the secure estate had informed the YJS. In one case, the YJS contacted the child promptly to ascertain how he was. However, provision to keep other people safe was adequate in only one case, and information-sharing with the secure estate about risk of harm to others was insufficient in both. In both cases, there was a lack of clarity about the work undertaken in custody to address potential risk of harm and the plan for keeping others safe. In one case, there was an identifiable victim and, while there had not been early liaison with the VLO about licence conditions, the inspector noted:

*“The case manager said she had discussed the case with the victim worker about appropriate licence conditions including a potential exclusion zone. It is my view this has not been done in a timely fashion as the victim needs to know the young person could be released in the next seven weeks and what measures he feels are necessary to make him feel safe. No evidence the victim was made aware of the sentence the young person received.”*

Evidence from the cases we inspected identified that planning and provision did not fully meet the resettlement needs of the children involved. Pathways need to be developed with other services to ensure that there is appropriate access to accommodation and ETE, and adequate information-sharing to support risk management. Planning for children who turn 18 and transition to adult services needs more focus so that services are available and accessible.

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

The YJS had been proactive in reviewing and evaluating its resettlement provision, including two national standard audits in 2019 and 2021, which recognised that custody and resettlement needed improving. Actions arising from the first review included devising a transition resettlement strategy, development of a resettlement panel and refresher training for staff. The second audit explored planning and delivering interventions in custody and resettlement into the community. The audit also used case examples and contacted children for their views. This explored experiences of how the YJS had prepared the child for a custodial sentence, contact from the YJS, planning meetings and return to the community.

It is positive that the YJS is undertaking reviews of custody and resettlement to identify strengths and areas of development. However, this evaluation has not adequately explored structural barriers, diversity or disproportionality. Furthermore, key learning from these reviews has not yet come to fruition and progress in this area has been slow. Understandably, the YJS has needed to prioritise other areas of the service since the inspection of Western Bay YJEIS and its disaggregation to form Swansea YJS. However, it needs to embed an effective multi-agency process to meet the resettlement needs of children.

## Annexe 1: Methodology

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### HM Inspectorate of Probation standards

The standards against which we inspect youth offending services are based on established models and frameworks, which are grounded in evidence, learning and experience. These standards are designed to drive improvements in the quality of work with children who have offended.<sup>22</sup>

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

#### Domain one: organisational delivery

The youth offending service submitted evidence in advance and the director of children's social services delivered a presentation covering the following areas:

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

During the main fieldwork phase, we conducted 15 interviews with case managers, asking them about their experiences of training, development, management supervision and leadership. We held various meetings, which allowed us to triangulate evidence and information. In total, we conducted 13 meetings, which included meetings with managers, partner organisations and staff. The evidence collected under this domain was judged against our published ratings characteristics.<sup>23</sup>

#### Domain two: court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Forty of the cases selected were those of children who had received court disposals six to nine months earlier, enabling us to examine work in relation to assessing, planning, implementing and reviewing. Where necessary, interviews with other people significantly involved in the case also took place.

We examined six court disposals. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of five), 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. Sixty per cent of cases selected were those of children who had received out-of-court disposals three to five months earlier. This enabled us to examine work in relation to assessing, planning, and implementation and delivery.

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<sup>22</sup> HM Inspectorate's standards are available here:

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



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

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

### **Resettlement**

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

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

## Annexe 2: Inspection data

In this inspection, we conducted a detailed examination of a sample of six court disposals and nine out-of-court disposals. In each of those cases, we inspect against standards regarding assessment, planning and implementation/delivery. For court disposals, we also look at reviewing. For each standard, inspectors answer a number of key questions about different aspects of quality, including whether there was sufficient analysis of the factors related to offending; the extent to which young offenders were involved in assessment and planning; and whether enough was done to assess the level of risk of harm posed, and to manage that risk. We reviewed a further two cases to obtain data to illustrate our findings about resettlement policy and provision.

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

The rating 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 to 36, which is banded to produce the overall rating, as follows:

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

Domain one standards, the qualitative standard in domain three (standard 3.4) and the resettlement standard (standard 4.1) are judged using predominantly qualitative evidence.

The resettlement standard is rated separately, and does not influence the overall YOT rating. We apply a limiting judgement, whereby any YOT that receives an 'Inadequate' rating for the resettlement standard is unable to receive an overall

'Outstanding' rating, regardless of how they are rated against the core standards. Where there are no relevant resettlement cases, we do not apply a rating to resettlement work.

**Data from inspected cases:<sup>24</sup>**

<b>2.1. Assessment (court disposals)</b>	
<b>Does assessment sufficiently analyse how to support the child's desistance?</b>	<b>% yes</b>
a) Is there sufficient analysis of offending behaviour, including the child's attitudes towards and motivations for their offending?	83%
b) Does assessment sufficiently analyse diversity issues?	83%
c) Does assessment consider personal circumstances, including the wider familial and social context of the child?	100%
d) Does assessment utilise information held by other agencies?	100%
e) Does assessment focus on the child's strengths and protective factors?	100%
f) Does assessment analyse the key structural barriers facing the child?	50%
g) Is enough attention given to understanding the child's levels of maturity, ability and motivation to change, and their likelihood of engaging with the court disposal?	100%
h) Does assessment give sufficient attention to the needs and wishes of victims, and opportunities for restorative justice?	67%
i) Are the child and their parents or carers meaningfully involved in their assessment, and are their views taken into account?	67%
<b>Does assessment sufficiently analyse how to keep the child safe?</b>	<b>% yes</b>
a) Does assessment clearly identify and analyse any risks to the safety and wellbeing of the child?	83%
b) Does assessment draw sufficiently on available sources of information, including other assessments, and involve other agencies where appropriate?	100%
c) Does assessment analyse controls and interventions to promote the safety and wellbeing of the child?	67%

<sup>24</sup> Some questions do not apply in all cases.

<b>Does assessment sufficiently analyse how to keep other people safe?</b>	<b>% yes</b>
a) Does assessment clearly identify and analyse any risk of harm to others posed by the child, including identifying who is at risk and the nature of that risk?	67%
b) Does assessment draw sufficiently on available sources of information, including past behaviour and convictions, and involve other agencies where appropriate?	67%
c) Does assessment analyse controls and interventions to manage and minimise the risk of harm presented by the child?	33%

## **2.2. Planning (court disposals)**

<b>Does planning focus sufficiently on supporting the child's desistance?</b>	<b>% yes</b>
a) Does planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and the need for sequencing?	100%
b) Does planning sufficiently address diversity issues?	83%
c) Does planning take sufficient account of the child's personal circumstances, including the wider familial and social context of the child?	100%
d) Does planning take sufficient account of the child's strengths and protective factors, and seek to reinforce or develop these as necessary?	100%
e) Does planning take sufficient account of the child's levels of maturity, ability and motivation to change, and seek to develop these as necessary?	100%
f) Does planning give sufficient attention to the needs and wishes of victims?	50%
g) Are the child and their parents or carers meaningfully involved in planning, and are their views taken into account?	100%
<b>Does planning focus sufficiently on keeping the child safe?</b>	<b>% yes</b>
a) Does planning promote the safety and wellbeing of the child, sufficiently addressing risks?	83%
b) Does planning involve other agencies where appropriate, and is there sufficient alignment with other plans (e.g. child protection or care plans) concerning the child?	83%

c) Does planning set out the necessary controls and interventions to promote the safety and wellbeing of the child?	50%
d) Does planning set out necessary and effective contingency arrangements to manage those risks that have been identified?	50%
<b>Does planning focus sufficiently on keeping other people safe?</b>	<b>% yes</b>
a) Does planning promote the safety of other people, sufficiently addressing risk of harm factors?	50%
b) Does planning involve other agencies where appropriate?	83%
c) Does planning address any specific concerns and risks related to actual and potential victims?	17%
d) Does planning set out the necessary controls and interventions to promote the safety of other people?	50%
e) Does planning set out necessary and effective contingency arrangements to manage those risks that have been identified?	33%

### 2.3. Implementation and delivery (court disposals)

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

h) Are enforcement actions taken when appropriate?	17%
<b>Does the implementation and delivery of services effectively support the safety of the child?</b>	<b>% yes</b>
a) Does service delivery promote the safety and wellbeing of the child?	83%
b) Is the involvement of other organisations in keeping the child safe sufficiently well-coordinated?	83%
<b>Does the implementation and delivery of services effectively support the safety of other people?</b>	<b>% yes</b>
a) Are the delivered services sufficient to manage and minimise the risk of harm?	67%
b) Is sufficient attention given to the protection of actual and potential victims?	50%
c) Is the involvement of other agencies in managing the risk of harm sufficiently well-coordinated?	50%

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

<b>Does reviewing focus sufficiently on supporting the child's desistance?</b>	<b>% yes</b>
a) Does reviewing identify and respond to changes in factors linked to desistance?	83%
b) Does reviewing focus sufficiently on building upon the child's strengths and enhancing protective factors?	100%
c) Does reviewing include analysis of, and respond to, diversity factors?	80%
d) Does reviewing consider the personal circumstances, including the wider familial and social context of the child?	83%
e) Does reviewing consider motivation and engagement levels and any relevant barriers?	67%
f) Are the child and their parents or carers meaningfully involved in reviewing their progress and engagement, and are their views taken into account?	100%
g) Does reviewing lead to the necessary adjustments in the ongoing plan of work to support desistance?	67%
<b>Does reviewing focus sufficiently on keeping the child safe?</b>	<b>% yes</b>

a) Does reviewing identify and respond to changes in factors related to safety and wellbeing?	50%
b) Is reviewing informed by the necessary input from other agencies involved in promoting the safety and wellbeing of the child?	83%
c) Does reviewing lead to the necessary adjustments in the ongoing plan of work to promote the safety and wellbeing of the child?	67%
<b>Does reviewing focus sufficiently on keeping other people safe?</b>	<b>% yes</b>
a) Does reviewing identify and respond to changes in factors related to risk of harm?	50%
b) Is reviewing informed by the necessary input from other agencies involved in managing the risk of harm?	50%
c) Does reviewing lead to the necessary adjustments in the ongoing plan all of work to manage and minimise the risk of harm?	20%

### 3.1. Assessment (out-of-court disposals)

<b>Does assessment sufficiently analyse how to support the child's desistance?</b>	<b>% yes</b>
a) Is there sufficient analysis of offending behaviour, including the child's acknowledgement of responsibility for, attitudes towards and motivations for their offending?	100%
b) Does assessment sufficiently analyse diversity issues?	56%
c) Does assessment consider personal circumstances, including the wider familial and social context of the child?	100%
d) Does assessment utilise information held by other agencies?	78%
e) Does assessment focus on the child's strengths and protective factors?	89%
f) Does assessment analyse the key structural barriers facing the child?	33%
g) Is sufficient attention given to understanding the child's levels of maturity, ability and motivation to change?	89%
h) Does assessment give sufficient attention to the needs and wishes of victims, and opportunities for restorative justice?	67%

i) Are the child and their parents or carers meaningfully involved in their assessment, and are their views taken into account?	100%
<b>Does assessment sufficiently analyse how to keep the child safe?</b>	<b>% yes</b>
a) Does assessment clearly identify and analyse any risks to the safety and wellbeing of the child?	78%
b) Does assessment draw sufficiently on available sources of information, including other assessments, and involve other agencies where appropriate?	100%
<b>Does assessment sufficiently analyse how to keep other people safe?</b>	<b>% yes</b>
a) Does assessment clearly identify and analyse any risk of harm to others posed by the child, including identifying who is at risk and the nature of that risk?	22%
b) Does assessment draw sufficiently on available sources of information, including any other assessments that have been completed, and other evidence of behaviour by the child?	56%

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

<b>Does planning focus on supporting the child's desistance?</b>	<b>% yes</b>
a) Does planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and the need for sequencing?	78%
b) Does planning sufficiently address diversity issues?	67%
c) Does planning take sufficient account of the child's personal circumstances, including the wider familial and social context of the child?	78%
d) Does planning take sufficient account of the child's strengths and protective factors, and seek to reinforce or develop these as necessary?	78%
e) Does planning take sufficient account of the child's levels of maturity, ability and motivation to change, and seek to develop these as necessary?	78%
f) Does planning take sufficient account of opportunities for community integration, including access to mainstream services following completion of out-of-court disposal work?	78%



g) Does planning give sufficient attention to the needs and wishes of the victims?	56%
h) Are the child and their parents or carers meaningfully involved in planning, and are their views taken into account?	89%
<b>Does planning focus sufficiently on keeping the child safe?</b>	<b>% yes</b>
a) Does planning promote the safety and wellbeing of the child, sufficiently addressing risks?	44%
b) Does planning involve other agencies where appropriate, and is there sufficient alignment with other plans (e.g. child protection or care plans) concerning the child?	44%
c) Does planning include necessary contingency arrangements for those risks that have been identified?	11%
<b>Does planning focus sufficiently on keeping other people safe?</b>	<b>% yes</b>
a) Does planning promote the safety of other people, sufficiently addressing risk of harm factors?	22%
b) Does planning involve other agencies where appropriate?	11%
c) Does planning address any specific concerns and risks related to actual and potential victims?	22%
d) Does planning include necessary contingency arrangements for those risks that have been identified?	11%

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

<b>Does service delivery effectively support the child's desistance?</b>	<b>% yes</b>
a) Are the delivered services those most likely to support desistance, with sufficient attention given to sequencing and the available timescales?	67%
b) Does service delivery account for the diversity issues of the child?	44%
c) Does service delivery reflect the wider familial and social context of the child, involving parents or carers, or significant others?	78%

d) Is sufficient focus given to developing and maintaining an effective working relationship with the child and their parents or carers?	67%
e) Is sufficient attention given to encouraging and enabling the child's compliance with the work of the YOT?	67%
f) Does service delivery promote opportunities for community integration, including access to mainstream services?	67%
<b>Does service delivery effectively support the safety of the child?</b>	<b>% yes</b>
a) Does service delivery promote the safety and wellbeing of the child?	33%
b) Is the involvement of other agencies in keeping the child safe sufficiently well utilised and coordinated?	22%
<b>Does service delivery effectively support the safety of other people?</b>	<b>% yes</b>
a) Are the delivered services sufficient to manage and minimise the risk of harm?	11%
b) Is sufficient attention given to the protection of actual and potential victims?	22%