

NORTH YORKSHIRE COUNTY COUNCIL
YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE
15th February 2007
NORTH YORKSHIRE YOUTH OFFENDING TEAM (YOT)

Purpose of Report

- 1.0 To provide an overview of the Youth Offending Team (YOT) service, current challenges and priority areas for development following the outcome of the recent YOT Inspection.

Background

- 2.0 The Crime and Disorder Act 1998 sets out the duty of each Local Authority acting in co-operation with other relevant bodies, including Police, Probation and the Health Authority, to establish a Youth Offending Team for its area.
- 2.1 North Yorkshire YOT was established in January 2000. The YOT consists of two multi-disciplinary area teams, each managed by a Service Manager, and an Intensive Supervision and Surveillance Programme (ISSP) team which delivers services on behalf of both North Yorkshire and City of York YOTs. In May 2006, temporary funding for a two year period enabled the appointment of a Prevention Manager and staffing for the development of Youth Inclusion Programmes (YIPs) in four targeted neighbourhoods across the county. An organisational structure chart is attached as Appendix 1.
- 2.2 The key aim of YOTs is to protect the public by preventing crime and reducing re-offending. This objective is pursued in a manner which seeks to safeguard young people and promote their social inclusion.
- 2.3 Key priorities for the YOT are set out in an annual Youth Justice Plan which the YOT is required by legislation to produce. This is submitted in April and is monitored by the Regional Youth Justice Board (YJB). The plan in 2006/07 was closely aligned to the Children and Young People's Plan, reflecting some of the key objectives and targets around the five outcomes, whilst also addressing a range of 'in-house' matters.
- 2.4 Recent guidance in December 2006 states that 3 or 4 star authorities may be exempt from writing a Youth Justice Plan. Agreement was reached that as North Yorkshire YOT has been recently inspected and is required to produce an Action Improvement Plan by 22nd March 2007, a separate Youth Justice Plan will not be submitted this year.

Performance and Targets

- 3.0 A range of Key Performance Indicators, National Standards, EPQA (Effective Practice and Quality Assurance) and reduction of re-offending targets are set by the YJB. YOTs are required to submit regular performance data returns to the YJB, which in turn produces quarterly Performance Summaries in respect of the extent to which targets have been met. Key Performance Targets are currently being reviewed by the YJB and from April 2007 a higher focus is expected issues such as accommodation provision, parenting, Education Training and Employment as well as re-offending rates and enforcement.
- 3.1 Performance Reports are submitted quarterly to both the YOT Management Board, chaired by the Chief Executive, and the Probation Management Board, in addition to six monthly progress reporting to the Children and Young People's Strategic Partnership Board. These reports need to include more specific performance data, breaking this down into the east and west of the county in order to identify key issues effectively.
- 3.2 North Yorkshire YOT generally performs well against the majority of targets set by the YJB, and in particular, performance related to substance misuse has significantly improved due to our having in post two Substance Misuse Officers.
- 3.3 Areas of weakness tend to reflect those targets where YOTs nationally struggle to deliver: Education, Training and Employment, accommodation provision for young offenders, and the delivery of CAMH Services to young people assessed as having non-acute and acute mental health difficulties.
- 3.4 Although the numbers of young people sentenced to custody in North Yorkshire are low, and rates of re-offending have reduced, the numbers of 'first time entrants' to the youth justice system are higher than the national average. This perhaps reflects the limited capacity for preventative work.
- 3.5 Nationally there are concerns that the YJB target of reducing the number of first-time entrants is in conflict with current Police targets to increase the number of Offences Brought To Justice. This matter is being debated both nationally and locally in an attempt to avoid young people being unnecessarily criminalised.

Joint Inspection of North Yorkshire YOT – appendix 3

4.0 North Yorkshire YOT was subject to a Joint Inspection led by HMI Probation, in July 2006. The Lead Inspector returned in September 2006 as part of the team of JAR Inspectors. Findings from the YOT Inspections, which occur every 5 years, informs not only the JAR but also the Corporate Assessment, APA and CPA.

4.1 The Inspection focused on 5 core areas of work:

- Management and partnership arrangements, including the role and function of the YOT Management Board
- Work in the Courts
- Work with children and young people in the community
- Work with children and young people subject to Detention Training Orders
- Victims and restorative justice

4.2 The scoring in all areas was 2, which judges the YOT as 'Adequate – only meeting minimum requirements'. The Inspection report was published on 22nd December, and the YOT, in consultation with key partner organisations, must produce an Action Improvement Plan by 22nd March which will be monitored by the Regional YJB Manager. The report is available on

www.inspectorates.homeoffice.gov.uk/hmiprobation

4.3 The report recognises both that North Yorkshire YOT was going through period of reshaping, and that as a new Head of YOT changes required had already been identified and different working practices to improve performance had been implemented.

Significantly, the YOT was judged overall to be “well placed to address the issues raised by this inspection.”

4.4 Strengths

Some of the strengths of the YOT identified in the Inspection Report include:

- A committed and dynamic Management Board chaired by the Chief Executive
- Positive engagement at a strategic level and good integration with other children's services providers, facilitating the growth of some significant partnership arrangements.
- A positive and professional staff team led by committed and enthusiastic Managers.
- ISSP is recognised as an excellent, innovative service dealing with the highest risk young offenders.
- Good working relationships with the courts and secure establishments, with low numbers of young people in custody.

- Establishment of prevention projects (YIPs) which although in their infancy in the west, had been successfully established in the east.
- 84% of Initial Assets are of good quality, routinely involve children and young people and take account of diversity needs.
- Experienced, professional Victim Liaison Officers working 'really hard to deliver the best possible service to victims'.

4.5 Areas for Improvement

The inspection report makes a number of recommendations:

- Review of YOT Management Board membership, to include non statutory agencies
- Quality of case recording, case management and of Assets, Risk of Harm and Vulnerability assessment is inconsistent.
- Safeguarding issues not recognised or addressed appropriately – need for awareness raising and training for all staff including managers.
- A need to improve staff induction, training and development
- The YOT must address the lack of Reparation and Restorative Justice provision.
- Improve partnership working at operational management level.
- Referral and access to mainstream and specialist provision, including ETE, CAMHS, satisfactory accommodation and parenting support needs to improve.
- Establish policies and procedures across the YOT ensuring consistency of practice.
- Review protocols and Service Level Agreements with partner organisations.

Action Improvement Plan

- 5.0 Considerable progress has already been achieved in respect of the above. An Action Improvement Plan must be submitted by 22nd March 2007 to address the report's key recommendations and this will assist the YOT in establishing its priorities for further development.
- 5.1 In developing the Plan, consultation is underway not only with YOT staff and key stakeholders, but with some of the young people with whom the YOT is currently working.
- 5.2 This forms part of a wider piece of work being undertaken by YOT staff, the Participation Co-ordinator and Young People Development Workers to improve and develop the consultation and participation of Young People who offend.

Finance and Resources

- 6.0 Appendix 2 details the current partnership funding arrangements. There is a recognition that historically North Yorkshire YOT has been under-resourced and under-performing and this is reflected in the outcome of the Joint Inspection.
- 6.1 Whilst the past three years has been an unsettling and difficult time for the team and there have been some key managerial changes over the past year, the YOT, with the support of key partner agencies must now ensure improved delivery of services.
- 6.2 These issues have been raised with the YOT Management Board and the Chief Executive has identified some additional funding, along with the Police, to assist with the delivery of the requirements of the Action Improvement Plan. In particular this will enable the establishment of additional core staff in two area teams, and the development of Restorative Justice and Reparation. The young offenders will seek the support of key partners in respect of ensuring improved access for YOTs to wider provision including ETE, accommodation, and parenting support services.

Recommendations

The Committee is asked to:

Comment on the information contained within this report.



Lesley Ingleson
Youth Offending Team Manager

Date: 31st January 2007

Background Papers: Joint Inspection of North Yorkshire Youth offending
Team Report

North Yorkshire YOT Organisational Chart

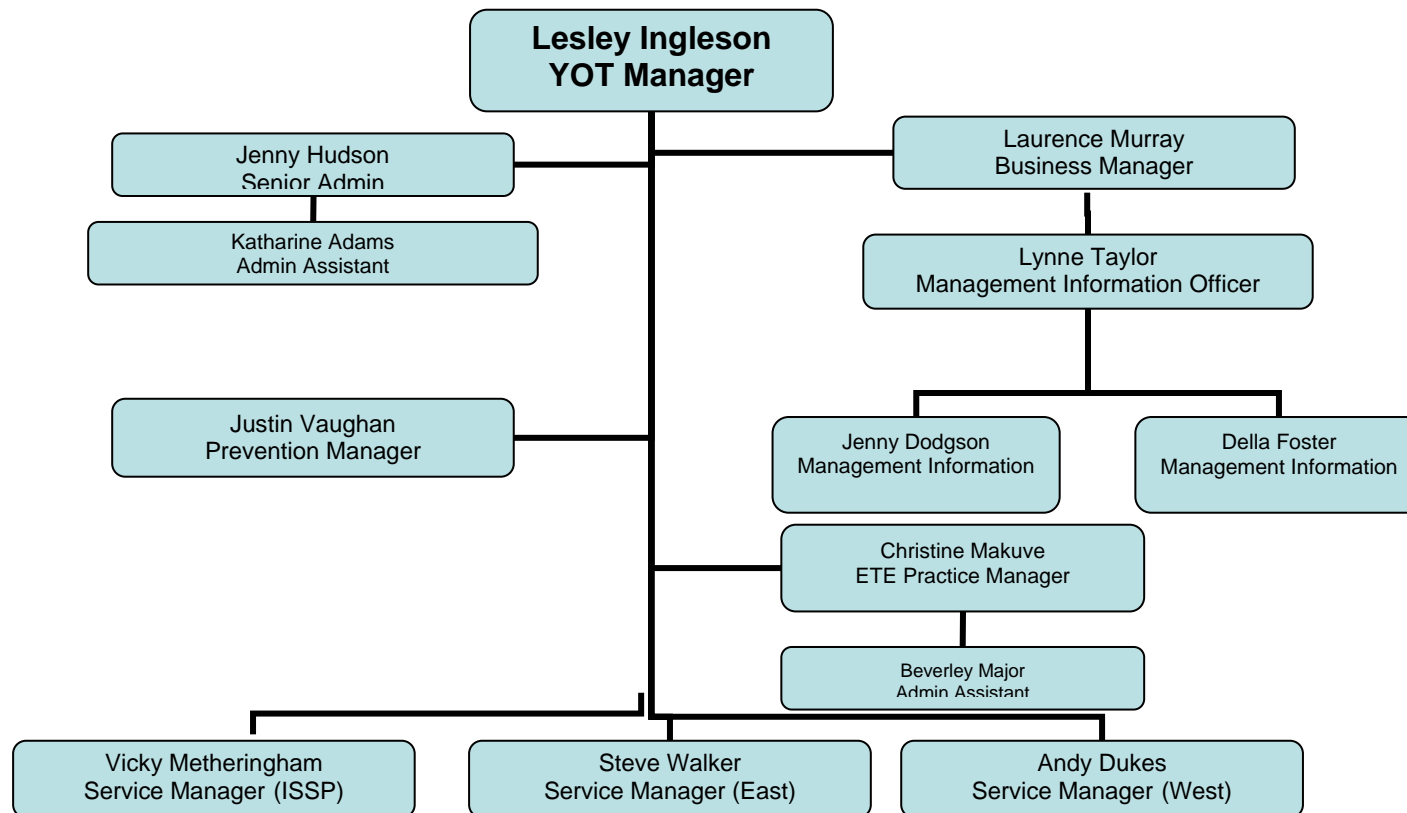
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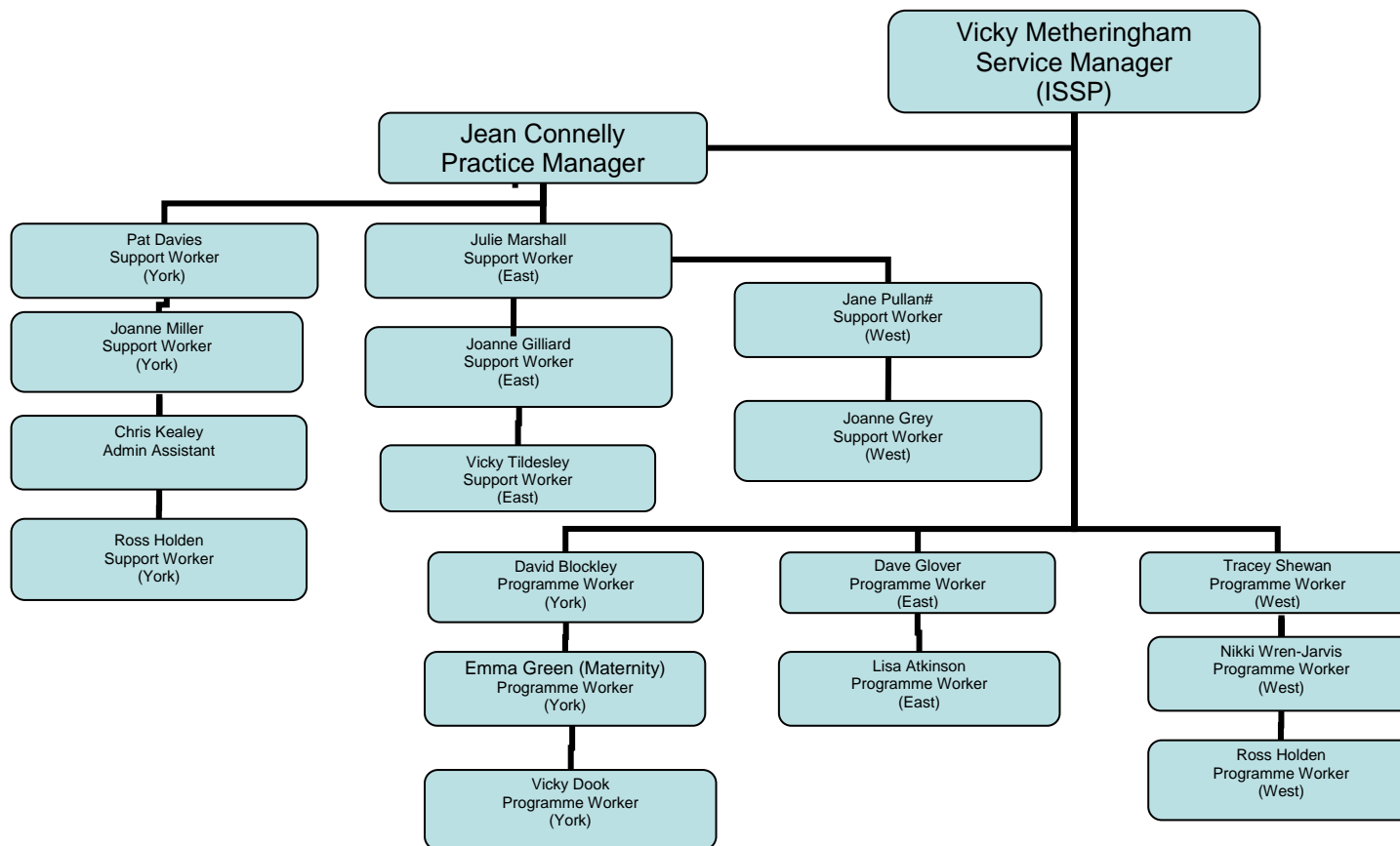
NATIONAL PROBATION SERVICE
for England and Wales



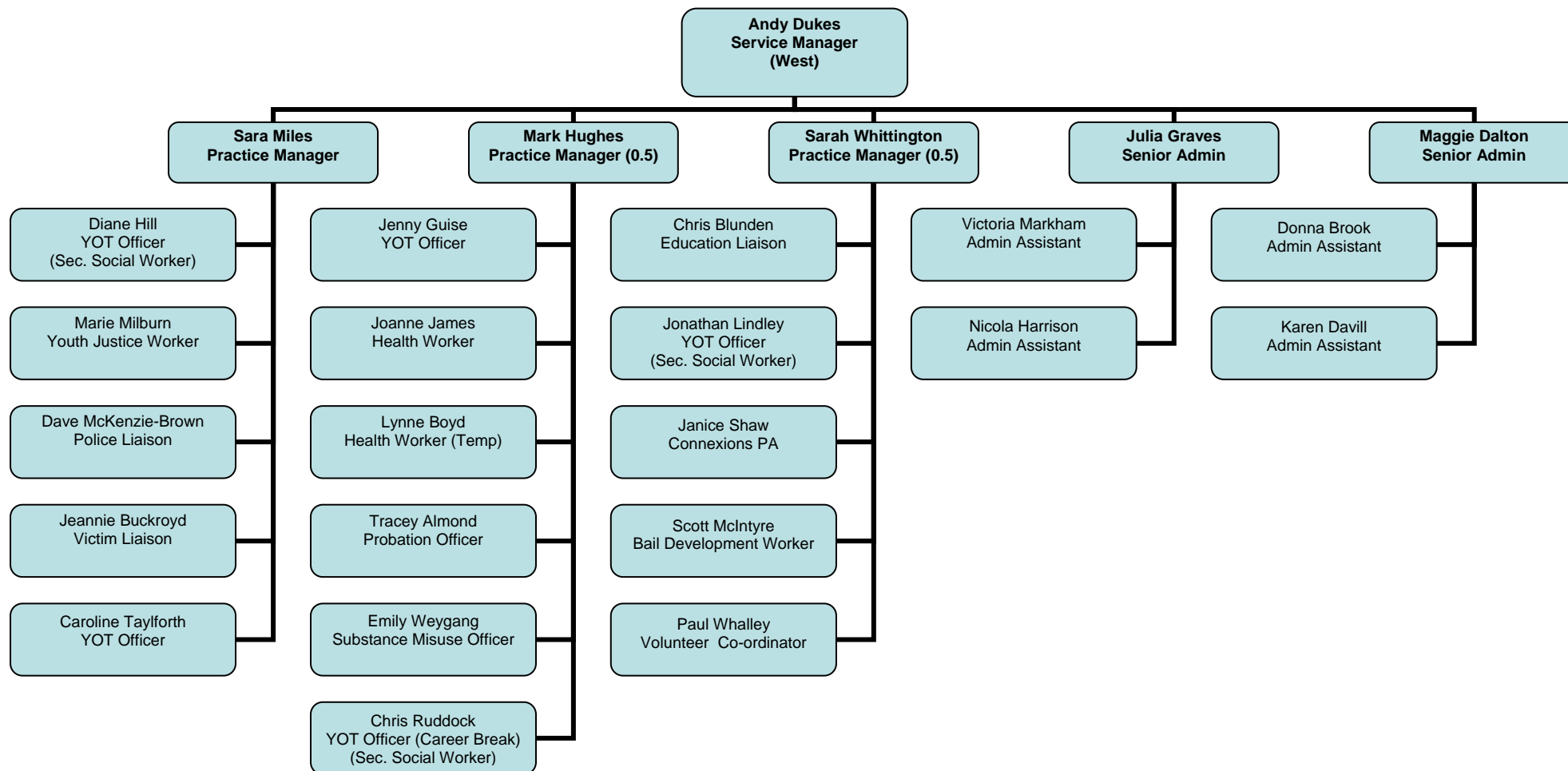
North Yorkshire Youth Offending Team Central Management Structure



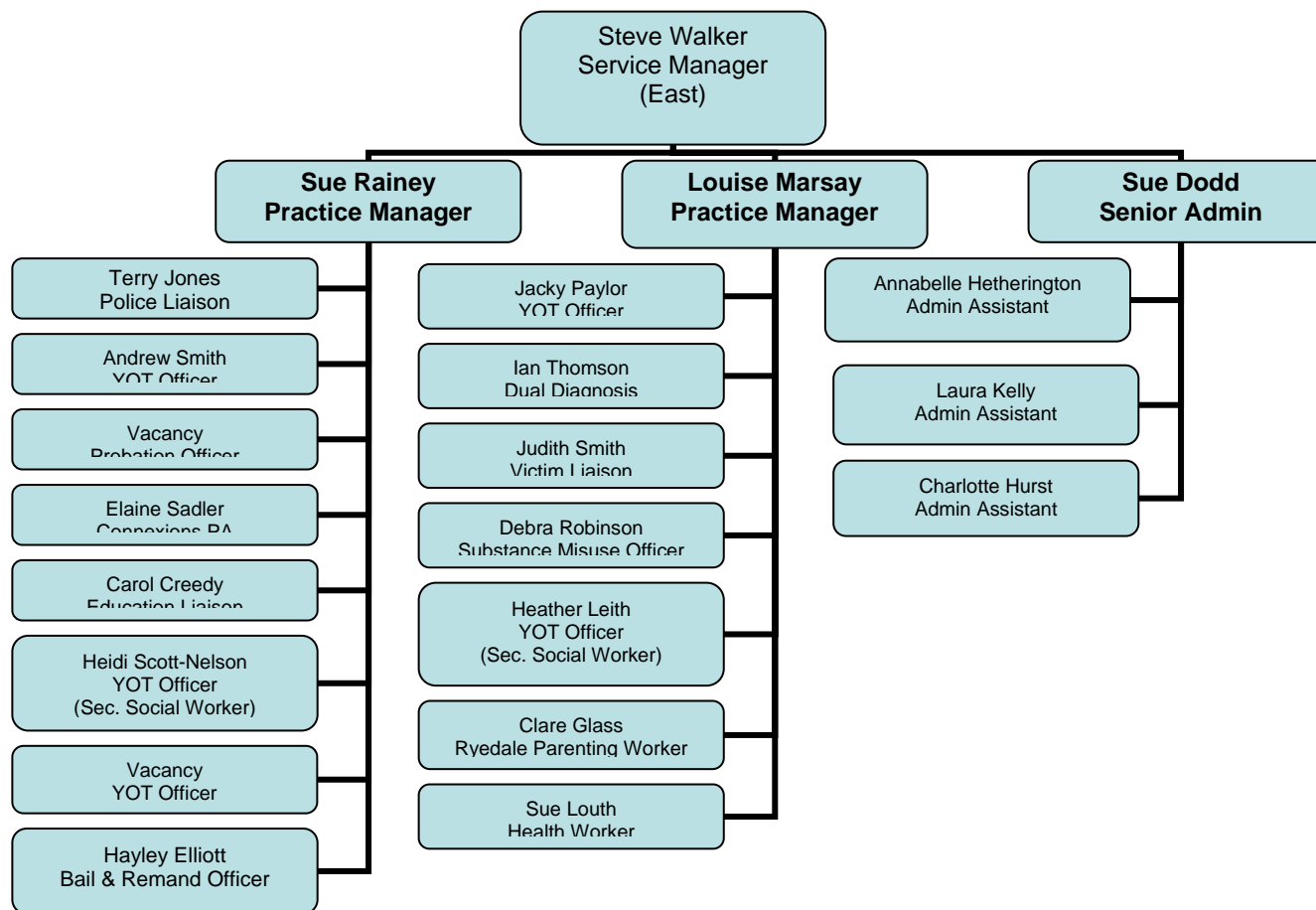
North Yorkshire Youth Offending Team ISSP (York & North Yorkshire)



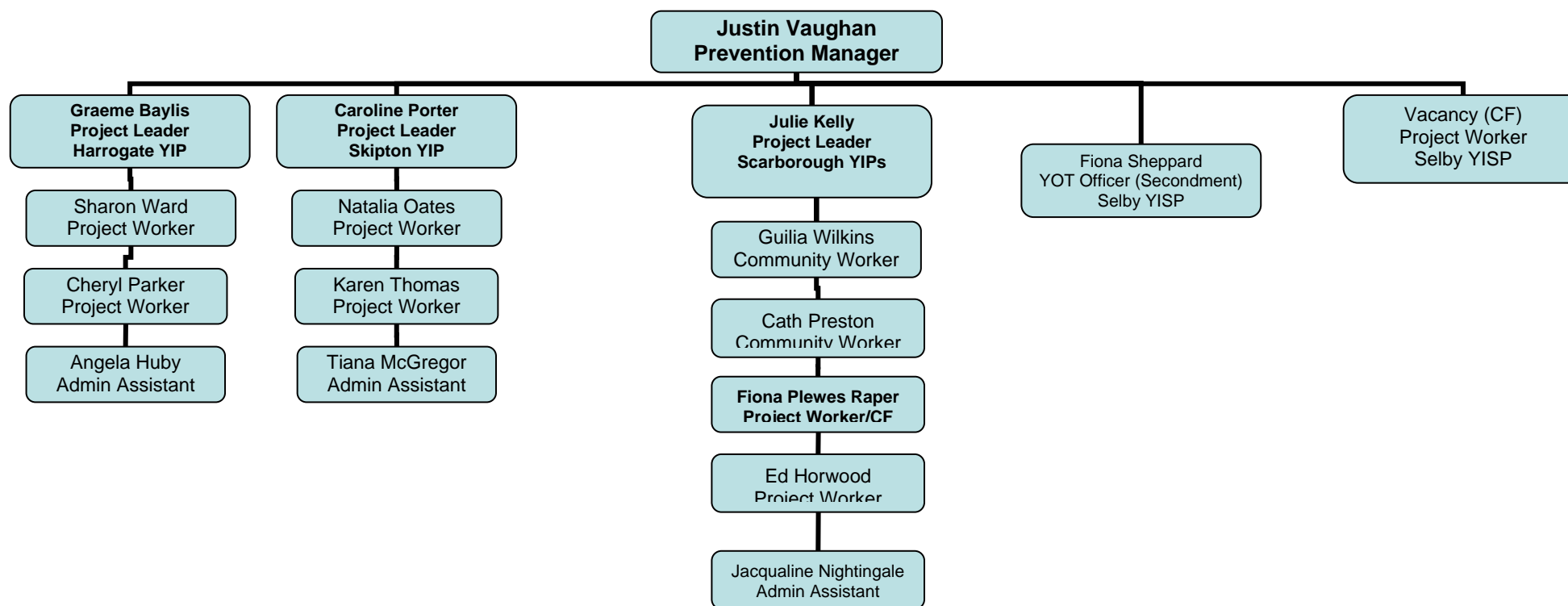
North Yorkshire Youth Offending Team West



North Yorkshire Youth Offending Team East



North Yorkshire Youth Offending Team Youth Inclusion Project & Children's Fund



NORTH YORKSHIRE YOT 2006/07 BUDGET	
POOLED BUDGET	587,942
STAFFING CONTRIBUTION	458,347
NYCC 'IN KIND'	57,475
AGENCY FUNDING TOTAL	1,103,764
YJB - YOT SUPPORT	552,894
YJB PREVENTATIVE GRANT	298,036
YJB - YPPG DRUGS	110,000
YJB - ISSP	438,339
SUB TOTAL	2,503,033
OTHERS	266,775
TOTAL	2,769,808

POOLED BUDGET BREAKDOWN	CHIEF EXECUTIVE	56.7%	333,532
	SOCIAL SERVICES	7.0%	40,936
	EDUCATION	1.9%	11,087
	POLICE	14.7%	86,154
	PROBATION	10.0%	58,895
	HEALTH	9.8%	57,338
	TOTAL	100.0%	587,942

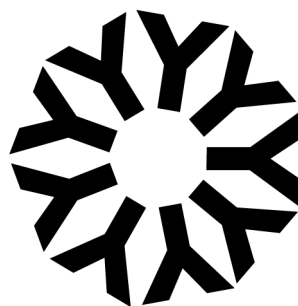
STAFFING CONTRIBUTION	SOCIAL SERVICES	44.4%	203,497
	EDUCATION	8.1%	36,939
	HEALTH	10.6%	48,483
	PROBATION	17.6%	80,630
	POLICE	19.4%	88,798
	TOTAL	100.0%	458,347

IN KIND CONTRIBUTION	CHIEF EXECUTIVE	100.0%	57,475
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TOTAL AGENCY FUNDING	CHIEF EXECUTIVE	35.4%	391,007
	SOCIAL SERVICES	22.1%	244,433
	EDUCATION	4.4%	48,026
	POLICE	15.9%	174,952
	PROBATION	12.6%	139,525
	HEALTH	9.6%	105,821
	TOTAL	100.0%	1,103,764

OTHERS	CHILDREN'S FUND		160,300
	DUAL DIAGNOSIS		42,400
	RYEDALE CDRP		30,431
	CONNEXIONS		33,644
	TOTAL		266,775

*Commission for Social Care Inspection
Estyn
Healthcare Commission
Healthcare Inspectorate Wales
HM Inspectorate of Constabulary
HM Inspectorate of Prisons
HM Inspectorate of Probation
Office for Standards in Education
Social Services Inspectorate for Wales*



Joint Inspection of Youth Offending Teams of England and Wales

Report on:
North Yorkshire
Youth Offending Team

2006

Foreword

At the time of our inspection, North Yorkshire YOT was going through a period of reshaping. A new Head of YOT had been appointed in January. She quickly identified what changes needed to be made and had implemented different working practices to improve performance.

The YOT Management Board provided the strategic vision for the YOT with key members from partnership agencies contributing effectively and we found a positive and professional staff team led by committed and enthusiastic managers. However, there were some issues around the resourcing at the two main offices, with a workload prioritisation policy that was adversely affecting staff work ethos and morale.

There were a number of areas of practice that required development, in particular reparation opportunities and work with parent/carers. Preventative work was very much in its infancy in the west of the county, although the east had two very successful schemes in existence. Other areas where improvements to current service were needed included referrals to the Child and Adolescent Mental Health Service, accommodation and employment, training and education.

Overall, we judged that North Yorkshire YOT was well placed to address the issues raised by this inspection. This report contains a number of recommendations that we believe will assist the team in its further development

Andrew Bridges
HM Chief Inspector of Probation

September 2006

Fieldwork for this inspection was undertaken in July and September 2006.

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Acknowledgements

We would like to thank all the staff from the YOT, members of the Management Board and partner organisations for their assistance in ensuring the smooth running of this inspection.

We would particularly like to express our gratitude to Jenny Hudson for her commitment to the inspection.

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Glossary

ACPC	Area Child Protection Committee
APA	Annual Performance Assessment
ASBO	Antisocial behaviour order
ASDAN	Award Scheme Development and Accreditation Network
Asset	Assessment tool developed by the Youth Justice Board
CAMHS	Child and Adolescent Mental Health Service
CPA	Comprehensive Performance Assessment
CRB	Criminal Records Bureau
CSCI	Commission for Social Care Inspection
DTO	Detention and training order
Estyn	HM Inspectorate for Education and Training in Wales
ETE	Employment, Training and Education
E2E	Entry into Education
GIS	Geographical Information System
HMI Prisons	HM Inspectorate of Prisons
HMI Probation	HM Inspectorate of Probation
HMIC	HM Inspectorate of Constabulary
ISP	Initial Supervision Plan
ISSP	Intensive Supervision & Surveillance Programme
IT	Information Technology
JAR	Joint Area Review
LCJB	Local Criminal Justice Board
LSC	Learning and Skills Council
MAPPA	Multi-Agency Public Protection Arrangements
MAPPP	Multi-Agency Public Protection Panel
National Standards	National Standards for Youth Justice Services
NYCC	North Yorkshire County Council
NEET	Not in Employment, Training and Education
Onset	Assessment tool developed by the Youth Justice Board
PCT	Primary Care Trust
PCEP	Professional Certificate in Effective Practice

PSR	Pre-sentence report
PRU	Pupil Referral Unit
RoH	Risk of Harm
SIFA	Screening interview for adolescents
SLA	Service Level Agreement
SMART	Specific, measurable, achievable, realistic and time-bounded
SQUIFA	Mental Health Screening Interview For Adolescent
SSIW	Social Services Inspectorate for Wales
SSR	Specific sentence report
VLO	Victim Liaison Officer
WPI	Wales Programme for Improvement
YIP	Youth Inclusion Programme
YJB	Youth Justice Board
YOI	Youth Offender Institution
YOT	Youth Offending Team

Introduction

The joint YOT inspection programme began in September 2003 and is the first full inspection programme to examine the work of the YOTs. The programme is being implemented in three phases and covers all 156 YOTs in England and Wales over a five year cycle.

This, the third phase of the inspection, started in September 2005 and includes all YOTs not previously inspected in phases one and two. Its methodology has been developed to complement that of the Joint Area Reviews of Children's Services in England, and inspections undertaken as part of the Wales Programme for Improvement, and of Youth Support Services under the Learning and Skills Act 2000 in Wales. Although the YOT programme remains a separate process in both England and Wales, inspections are conducted within a similar timeframe as these other inspection arrangements wherever possible, so that any areas of potential overlap or duplication can be rationalised and reduced.

The YOT inspection covers five core areas of work:

- ◆ management and partnership arrangements, including the role and functioning of the local Board
- ◆ work in the courts
- ◆ work with children and young people in the community
- ◆ work with children and young people subject to detention and training orders
- ◆ victims and restorative justice.

Findings from the YOT inspection inform not only the Joint Area Review but also the Corporate Assessment, Annual Performance Assessment and Comprehensive Performance Assessment in England, and in Wales inspections undertaken as part of the Wales Programme for Improvement and of Youth Support Services.

On conclusion of the inspection, the YOT is asked to prepare an action plan responding to the recommendations. Once agreed, the action plan is forwarded to the Youth Justice Board to monitor its implementation.

Overview

- ◇ The non-metropolitan county of North Yorkshire is located in the Yorkshire and Humberside region of England. It is divided into the districts of Craven, Hambleton, Harrogate, Richmondshire, Ryedale, Scarborough and Selby.
- ◇ North Yorkshire had a total population of 569,660, measured in the Census 2001. Of this population, 21.9% were aged 10-17 years at the time of the census. This figure was lower than the average for England, which was 22.7%.
- ◇ North Yorkshire had a predominantly white population, 98.8%, higher than the average for England of 90.9%. The percentage of Asian or Asian British residents, 0.3%, was much lower than the average for England of 4.6%. The percentage of Black or Black British residents, at 0.1%, was also lower than the English average of 2.3%.
- ◇ The level of employment in North Yorkshire, 64.9%, was higher than the average for England of 60.9%. The level of unemployment, 2.4%, was correspondingly lower than the average for England of 3.4%.
- ◇ There were a significantly lower percentage of students resident in North Yorkshire at the time of the census, both economically active and inactive, at 5.08% compared to 7.3% in England. There were a lower percentage of permanently sick or disabled residents, 4.02% compared to 5.3% in England.
- ◇ North Yorkshire Council was classified as a three star council in the Audit Commission's Comprehensive Performance Assessment 2005.
- ◇ The Youth Justice Board figures for youth offending for the period April 2004 to March 2005 show that 40.3 offences were committed per 1000 children and young people aged 10-17 years in North Yorkshire.
- ◇ The Youth Justice Board summary of overall YOT performance for April 2005-March 2006 awarded North Yorkshire YOT a performance level of 4.

Scoring summary

4: Excellent; 3: Good; 2: Adequate; 1: Inadequate.

	Section score
Management	2
Work in the courts	2
Work with children and young people in the community	2
Work with children and young people subject to DTOs	2
Victims and restorative justice	2

Overall assessment

The YOT Management Board was currently chaired by the chief executive of the council, they had developed a performance management culture which provided the strategic vision for the YOT. The Board received performance information but these data needed to be more specific and broken down into the east and west of the county in order to identify key performance issues effectively.

The YOT had gone through a prolonged period of uncertainty and instability in terms of its management which had been finalised at the beginning of the year with the appointment of the current manager. At an operational level, the YOT was led by three operational managers with a third tier of practice managers in support. However, it still needed to engage more effectively with local partners to improve effectiveness, quality of service and overall performance.

Relationships with the courts appeared to be good, although the courts' confidence in the work of the YOT had undoubtedly been shaken by the implementation of a workload prioritisation strategy, which had now been rescinded and a recovery plan put in place. The YOT had two good preventative projects in place and had secured Youth Justice Board funding that enabled two other projects to be recently set-up in the west of the county under the remit of the newly appointed prevention manager. Although assessments of children and young people who had offended were good in terms of timeliness and quality, greater attention needed to be given to the assessment and management of Risk of Harm and vulnerability issues. The physical health and educational needs of children and young people were not always met. The standard of work provided to children and young people in custody was high but the YOT and relevant partner organisations needed to focus on post-release activity, particularly Employment, Training and Education and accommodation opportunities. The Intensive Supervision & Surveillance Programme provision was good and held in high regard with strong links to other agencies, including the courts. Parenting work needed development to enable it to expand and the reparation provision had still to be established and linked into the community.

Diversity issues

The minority ethnic groups in North Yorkshire made up less than 1.2% of the population. The YOT referred to the Local Authority Race Relations Scheme and North Yorkshire County Council Corporate Diversity Plan. The YOT had a Race Action Plan and at the time of inspection a specific YOT Diversity Plan had not been developed.

The YOT manager had a clear agenda to develop the diversity training provided to staff despite staff having attended a workshop in December 2005. During the inspection, of the cases sampled, 91% revealed that specific diversity needs of children and young people were taken into account and in most cases the diversity needs of parents/carers were also met. As the staff induction package was not consistent countywide, no specific diversity training had been provided to new staff.

Across a wide geographical diverse area, the YOT ran a number of groups, often delivered in partnership with other agencies. One of these groups was the *Go Girls* which dealt with self-esteem issues delivered in cooperation with *Surestart* by a school nurse.

Key statistics

Assessment of YOT case files	YOT score	Average for phase two YOTs	Range for phase two YOTs	YJB targets
	(% cases)			
Initial assessment completed in accordance with national standards requirements:				
– timeliness	86%	84%	70-97%	100%
– adequate quality	84%	71%	29-93%	
Full Risk of Harm to others completed on relevant cases	38%	54%	17-83%	
Evidence of management oversight in Risk of Harm cases	50%	41%	0-100%	
Initial supervision plan meets the content requirements of national standards and contain specific, measurable, achievable, realistic and time-bounded objectives	53%	52%	17-96%	
Frequency of appointments arranged broadly conform to national standards, to the requirements of order/licence, and to any Risk of Harm considerations	73%	75%	52-100%	100% ⁽¹⁾
Judgements about acceptability/ unacceptability of absences are appropriate	75%	71%	40-96%	
Breach/recall action has taken place, if required, within the national standards timescale	75%	49%	13-100%	
No evidence of any criminal activity during the course of the order	62%	71%	52-85%	
Appropriate action has been taken if a child or young person is considered vulnerable to harm from self and others.	67%	95%	67-100%	
Effective action is taken where there is evidence of educational difficulties	67%	60%	33-81%	90% ⁽²⁾
Appropriate referrals are made in cases of:				
– physical health	20%	n/a	n/a	
– mental/emotional health	50%	n/a	n/a	100% ⁽³⁾
– substance misuse	70%	n/a	n/a	100% ⁽⁴⁾
Victim was consulted about restorative/reparative justice work with child or young person	79%	45%	6-72%	
Assessment of overall quality of pre-sentence reports	76%	n/a	n/a	

(1) Relates to detention and training plans

(2) In full-time Employment, Training and Education

(3) Child and Adolescent Mental Health Service referrals

(4) Screening and referrals

Key findings

- ◆ **Management** – The YOT had a committed and dynamic Management Board which was appropriately constituted. Attendance of key partners was good in general, but the Board would benefit from the inclusion of non-statutory organisations. The YOT manager had recently been appointed and was well integrated into appropriate strategic groups, and was therefore able to facilitate the growth of some significant partnership arrangements. Together with the Board and operational managers, she had set a clear agenda for continued performance development. At an operational level, partnership working needed to be improved particularly in the areas of direct access to accommodation, Child and Adolescent Mental Health Service referrals and Employment, Training and Education provision, particularly post-16. The YOT had no service level agreements in operation with key partner agencies and there was no clarity on service provision. The YOT had a good management information system that had the potential, if used effectively, to offer an in-depth insight into the diverse issues effecting performance across the county. Staff supervision had recently been reintroduced and was now continuing on a regular basis. The induction programme/package for new staff was not consistent countywide. The YOT had resourcing issues and required continued investment in staffing, particularly core workers.
- ◆ **Work in the courts** – The YOT enjoyed good working relationships with the courts and the Chair of the Eastern Youth Court Bench was working with the YOT to develop service delivery to children and young people. A workload prioritisation policy, which had undermined the YOT's credibility in the eyes of the court, had recently been rescinded and a recovery plan was in place to address matters. The YOT had dedicated part-time bail support officers and court reports were found to be of a good standard with all options made available and realistic alternatives to custody put forward. The YOT's Intensive Supervision & Surveillance Programme provision was good and North Yorkshire YOT enjoyed low custodial figures.
- ◆ **Work with children and young people in the community** – Preventative work had been established in the east of the county with two comprehensive and far reaching projects, run by committed and enthusiastic staff. Preventative work was still in its infancy in the west of the county but with key funding from the Youth Justice Board, two projects, with a recently appointed prevention manager, were now in place.

Consistency of practice would be improved by the implementation of policies and quality assurance procedures across the YOT, and further diversity training. Assessments were good in terms of timeliness and

quality, but greater attention needed to be given to the assessment and management of Risk of Harm and vulnerability issues. The quality of supervision plans was reduced by a lack of specific, measurable, achievable, realistic and time-bounded objectives. Resourcing issues within the YOT impacted upon the delivery of physical health and education services to children and young people. Similarly, apart from a parenting worker who was funded by one of the seven district councils, there was only limited evidence of other parenting interventions taking place. We were, however, particularly impressed with the creativity, innovation and resourcefulness shown by the Intensive Supervision & Surveillance Programme team.

- ◆ ***Work with children and young people subject to detention and training orders*** – The standard of work provided to children and young people in custody was good and assessments were of an acceptable standard. Case managers were involved in sentence planning and reviews and there was evidence of effective contribution. The YOT and relevant partner organisations needed to focus on post-release activity particularly Employment, Training and Education and accommodation opportunities to ensure those children and young people received the appropriate level of service.
- ◆ ***Victims and restorative justice*** – Victim work was primarily carried out by two very experienced, committed and dedicated victim workers. It was sensitive and thorough and received complimentary feedback from service users. Victim contact and consultation was good, however opportunities for children and young people to participate in direct or indirect reparation were limited and levels of victim participation in the referral order process needed to be improved.

Recommendations

The Chair of the Management Board should ensure that:

- ◆ an action plan is devised to address the following recommendations and forwarded to the lead inspector within three months of the publication of this report
- ◆ all protocols and service level agreements are reviewed and updated
- ◆ links with education and health are strengthened and respective plans produced
- ◆ the recovery plan that was written to address the workload prioritisation policy is fully implemented, monitored and reviewed to improve effectiveness and efficiency
- ◆ the YOT works with others to ensure that the provision of post-16 training, employment and accommodation is increased.

The YOT manager should ensure that:

- ◆ policies and procedures are established across the YOT ensuring consistency in working practices
- ◆ the recovery plan, addressing workload prioritisation policy, is fully implemented but remains a dynamic working document to ensure that all orders, past and future, issued by the courts are giving the appropriate level of intervention
- ◆ induction of staff is improved to promote consistent practice across the YOT
- ◆ work to address Risk of Harm and vulnerability issues is improved through the consistent implementation of policies and procedures across the YOT and is subject to managerial oversight and rigorous quality assurance processes
- ◆ continued assessment, Risk of Harm and safeguarding training is delivered to improve quality standards and specialist referrals of children and young people
- ◆ enhanced diversity training, linked to work with children and young people and parents/carers, is provided to all staff
- ◆ the assessment of educational needs and basic skills is introduced
- ◆ the quality of supervision plans is improved by the inclusion of specific, measurable, achievable, realistic and time-bounded objectives, with an outcome focus, and timely review
- ◆ restorative justice processes and opportunities are developed
- ◆ victim and restorative processes are included in supervision plans
- ◆ management information system data are expanded beyond the Youth Justice Board requirements, gathered and used to further improve service

- ◆ partnership working is enhanced, particularly with Employment, Training and Education, Entry into Education and health
- ◆ parenting assessment and intervention is developed and linked into common working practice.

Partner organisations should ensure that:

- ◆ protocols, service level agreements and seconding arrangements are reviewed and updated
- ◆ commitment and support is provided to the YOT to improve service delivery, particularly Employment, Training and Employment and accommodation provision.

The Primary Care Trust should ensure that:

- ◆ a protocol is designed in collaboration with YOT managers to give clarity to children and young people with health needs
- ◆ it fulfils its obligation and seconds a health worker to the east office.

1. MANAGEMENT

1.1 Leadership

Key judgement:

- ◆ *The Management Board provides strategic oversight and direction, and coordinates the provision of youth justice services by the YOT and partner organisations.*

The YOT Management Board was chaired by the chief executive of the Council but consideration was being given to delegating responsibility to the Assistant Director of Children and Young People's Services who also line managed the YOT manager.

Currently there were four PCTs serving North Yorkshire YOT which were to merge into one from October 2006, thereby providing a more consistent provision of health support across the county.

The YOT Management Board had sanctioned the YOT's use of North Yorkshire County Council's Race Audit Action Plan to address diversity issues.

Strengths:

- ◆ The chief executive was well regarded as Chair by all Board members interviewed and proved to be very knowledgeable about, and committed to, the work of the YOT. He offered a more comprehensive approach with a greater emphasis on strategy, rather than narrowly focusing on performance outcomes.
- ◆ The YOT Management Board was scheduled quarterly, with additional meetings as required. The YOT manager met with both the chief executive and corporate finance manager prior to these meetings to review particular strategy and performance issues.
- ◆ Members of the YOT Management Board, including the YOT manager, sat as members of the overarching Children and Young People's Strategic Partnership Board.
- ◆ Coherence between the Youth Justice Plan and the Children's and Young People's Plan gave a high strategic priority to the educational needs of YOT clients.
- ◆ The Management Board received quarterly reports on finance, progression of performance against national targets and objectives together with GIS reports which it used to inform strategy.

- ◆ North Yorkshire County Council had committed to an increase in funding over a three year period from 2005 to develop and improve service delivery.

Areas for improvement:

- ◆ Although membership of the YOT Management Board was stable and of an appropriate senior management level, minutes from its meetings revealed that attendance of members or their deputies at the YOT Management Board was sporadic and inconsistent.
- ◆ Whilst the Board was made-up of disciplines, who were by their nature statutory and financially committed partners, it would benefit by involving other agencies, such as the LSC, who could provide additional services and therefore improve outcomes for children and young people and the overall effectiveness and performance of the YOT.
- ◆ The YOT had a good management information system. However the performance data provided to the Management Board did not focus sufficiently on the qualitative and quantitative aspects or differentiate the performance data between the two main offices, Scarborough and Harrogate. It was felt this restricted the Board's ability to provide the strategic vision and direction to improve tailored performance.
- ◆ The YOT Management Board needed to integrate the function of the YOT into other council services and facilitate the links to improve and enhance multi-agency working.
- ◆ The YOT manager currently set the agenda for the Management Board, providing updates on those selected matters, but was not robustly held to account for performance against local and national priorities.

1.2 Partnership and resources

Key judgement:

- ◆ *Partner organisations and the YOT work together to deter children and young people from offending.*

The YOT manager was a member of a number of local strategic groups, including LCJB, Children's Safeguarding Board, Young People's Joint Commission Group and MAPPA Strategic Board. Additionally, the YOT was represented on other local groups by its operational managers, including LCJB, court user groups and the MAPPA task group. At the time of the inspection, a corporate policy document was being rewritten to encompass all ASBO work between partner agencies across the county and offer consistency in its approach. This work had been further enhanced by the YOT's contribution to the Antisocial Behaviour Steering Group.

Strengths:

- ◇ Senior managers in children's social care had a clear understanding of the role of the YOT. This was borne out by examination of the case files where we found evidence of good inter-agency working.
- ◇ Health partnership arrangements had improved substantially and there was a clear feeling that different agencies were discussing important matters constructively and in the spirit of openness.
- ◇ YOT operation managers attended CAMHS meetings.
- ◇ There were robust and comprehensive arrangements in place for the prompt transfer of information between schools, the YOT and secure establishments.
- ◇ The YOT had a range of experienced, enthusiastic and committed staff, both seconded from partner agencies and permanently employed.
- ◇ MAPPA were in place and there was effective coordinated working with the external MAPPA Chair. This process was being further enhanced through level 2 gatekeeping mechanisms in order to improve consistency.
- ◇ The Youth Justice Plan reflected both partners' strategies, and the complexity of issues, including diversity, affecting North Yorkshire.

Areas for improvement:

- ◇ The YOT appeared to have resourcing and staff retention issues, certainly at the Scarborough office, and the distribution of the resources across the entire YOT needed to be reviewed to improve the overall quality of service.
- ◇ The YOT had very few SLAs in place and although partnership working had been established with a number of other agencies, it could be further improved and advanced through clarification of roles, interventions and accountability in particular with education, Connexions, LSC, health and housing.
- ◇ There was no YOT education plan and the financial contribution of the authority for education to the core YOT budget was, at 2%, significantly below that of the current national average of 5.9%.
- ◇ Little progress had been made to provide innovative educational alternatives for children and young people who were unwilling or unable to attend mainstream provision or to establish shared goals, between relevant agencies, for post-16 NEET.
- ◇ Although ISSP had good arrangements for information sharing, referral and attendance monitoring, these systems were not replicated throughout the rest of the service.
- ◇ The health worker post in the east of region had been vacant for nearly a year; this matter was, however, now being addressed.

- ◇ There was insufficient investment in accommodation across the county.
- ◇ The YOT needed to develop its partnership relationship with health to improve the service delivery to children and young people with acute and non-acute mental health needs.
- ◇ In general the YOT could be more creative and effective in its use of the resources through developing stronger links with partners in both statutory and voluntary sector.

1.3 Staff supervision, development and training

Key judgement:

- ◇ *Positive outcomes for children and young people are enhanced by effective staff.*

The YOT had, for three years, undergone a period of uncertainty and instability which had only been rectified with the appointment of the current YOT manager at the beginning of the year. It had, within the last 12 months, introduced the role of practice manager to the service. Reporting to the operational managers, these practice managers formed a tiered approach to the line management of the YOT.

Strengths:

- ◇ The morale at both sites was, in the main, good and staff were very committed and dedicated to their work.
- ◇ Of the staff who responded to our questionnaire, all were now being supervised, although this varied in regularity. Most had been appraised.
- ◇ Managers and team members were open, honest and responsive about the service they provided and there was a positive attitude throughout the YOT.
- ◇ 76% of staff were professionally qualified or educated to degree level. In addition, the YOT actively supported staff to obtain their PCEP.
- ◇ In spite of staffing difficulties, staff appeared enthusiastic about their work; they handled difficulties professionally and worked well within the available resources.
- ◇ A member of the management information systems team had introduced a comprehensive training package for Careworks, which had been integrated onto each desktop, as a training tool/aide-memoire to assist case managers.
- ◇ The YOT held an annual training conference for all staff. This included training workshops and was viewed favourable by staff.

Areas for improvement:

- ◆ Recruitment and retention of staff, particularly at Scarborough, had proved difficult and there were still a number of vacancies across the area.
- ◆ Although a structured appraisal system was now in place, it had only recently been implemented and needed to be maintained and reviewed to ensure its effectiveness.
- ◆ The induction programme/package for new staff was not consistent countywide. It needed to be developed to equip staff in their new role and identify their ongoing training and development needs.
- ◆ There were no up to date secondment arrangements or protocols for seconded staff, in particular police and probation. This, compounded by the fact that there were no mechanisms for shared line management, supervision and appraisal process, led to some staff feeling out of touch with their parent organisation.
- ◆ Due to resourcing issues and the workload prioritisation policy, specialist workers, including education and substance misuse workers, were required to hold generic cases and work with children and young people out of their specialist field.
- ◆ There was no corporate or consistency in terms of working practices between Scarborough and Harrogate offices. This was clearly evident in the YJB submissions and the differing approaches taken by the respective operations managers.
- ◆ Although a diversity workshop had formed part of the December 2005 staff conference, it was readily accepted by the YOT that further awareness training needs were to be provided to improve service delivery. The YOT should also produce a Diversity Action Plan and ensure this was cascaded down and understood by all staff.
- ◆ The YOT did not hold any form of training budget and should explore the other avenues open to it to address staff's training and developmental needs. Training was viewed by staff as a luxury that interfered with their core role. This was regrettable, particularly as both practice managers and staff identified training needs in the use of Asset, specifically in relation to the relevance of offender characteristics and individual needs.
- ◆ Although a 'taster' session had been included in the December 2005 conference, training on the assessment of risk had been provided for approximately two years and, consequently, many staff remained untrained in this important area of work.
- ◆ The complaints and commendation processes needed to be communicated to, and understood by staff to enable them to inform children and young people of the policy and practice.
- ◆ A number of concerns around the Selby office were raised, all of which required attention. These included, in particular, the safety of

the office premises, the lack of a network connection and the amount of work for the dedicated single caseworker.

**Good
practice**

The management information services produced monthly and quarterly returns to YJB, the national standards and other partner agencies. Internally, they provided managers with performance data, case allocation and Careworks training to all staff. The team consisted of three enthusiastic, knowledgeable and motivated staff who took responsibility for collation of all performance data across the entire YOT.

OVERALL ASSESSMENT OF MANAGEMENT

This section is judged as adequate.

2.

WORK IN THE COURTS

Key judgement:

- ◆ *Good working relationships exist between the YOT and the local court.*

The North Yorkshire YOT serviced five youth courts, three of which sat weekly, the other two fortnightly. Court duties were covered by a rostered duty officer but both the eastern and western courts had a dedicated bail and remand officer who also performed court duties. Crown Court matters were committed to the Crown Court in Leeds, York, Bradford and Teesside. Operation managers were members of the Youth Court User Groups and local criminal justice area delivery groups.

Strengths:

- ◆ Both Chairs of the youth bench, eastern and western, were in general, very supportive of the YOT, reporting good working relationships.
- ◆ There was an effective, operational SLA in place between the YOT and all relevant court areas.
- ◆ The YOT had a SLA with the four Crown Courts to ensure representation and attendance when required.
- ◆ Saturday and bank holiday court sittings were also serviced by the YOT on a rostered basis and consistent cover provided. This was achieved by the effective use of the court duty procedure.

Areas for improvement:

- ◆ Dialogue between the YOT Management Board and the court required improvement. Although both Chairs of the youth bench were in general complimentary about the service it provided to the courts, relationship with the eastern bench had been strained by the YOT's adoption of the workload prioritisation policy.
- ◆ Magistrates were provided with inputs from the YOT as part of their induction, but no additional sessions were provided. This was an area which, if explored, could further enhance relationships and stimulate dialogue between the agencies.
- ◆ Neither the Chair of the youth bench nor the clerk to the court was a member of the YOT Management Board.
- ◆ The YOT needed to develop an equitable service, providing consistent cover to all rural courts on unplanned hearing dates.

Key judgement:

- ◇ *Effective practice with children and young people who have offended is promoted by the work of the YOT within the courts.*

Strengths:

- ◇ Recent new enforcement procedures had been introduced to ensure that compliance and welfare needs were addressed in balance.
- ◇ Children and young people remanded or sentenced to custody were assessed and any risk factors communicated to the secure establishment immediately.
- ◇ In the sample case assessed, nearly all children and young people who had been made the subject of community sentences or bail supervision and support programmes had their first appointments within one working day of the court appearance.
- ◇ Each child or young person sentenced to ISSP had a structured first appointment.
- ◇ The ISSP manager had developed feedback reports for the courts for those children and young people who completed their order successfully. This practice had created confidence between the ISSP and the courts and improved the take-up rate for ISSP as an alternative to custody; currently 89% against the national average of 73%.

Good practice

The YOT had an additional early warning procedure in place to ensure that RoH and vulnerability were personally communicated with the secure establishment.

Key judgement:

- ◇ *Children and young people are safeguarded and the likelihood of their further offending reduced by the provision of appropriate services, including bail supervision and support programmes.*

Strengths:

- ◇ All children and young people considered by the YOT as likely to receive a custodial sentence were assessed for ISSP as part of the PSR assessment.
- ◇ There was a comprehensive document outlining remand management procedures for the YOT.

- ◊ The YOT had two part-time dedicated bail support workers who, in addition to core duties, routinely reviewed new cases and identified any associated risks to inform the courts and other YOT workers.
- ◊ North Yorkshire YOT had an effective Appropriate Adult service. Volunteers were given ongoing support through monthly formal supervision sessions. There was also a training programme in place to introduce new Appropriate Adults to the role and comprehensive training records were kept for all.

Areas for improvement:

- ◊ Courts had previously identified a lack of remand beds for children and young people. This matter had been addressed with children's social care and a system of remand fostering agreed, but had, however, yet to be implemented.
- ◊ Accommodation provision for post-16 year olds needed to be addressed as an alternative to custody.
- ◊ Bail support packages and interventions were not sufficiently tailored to children and young people's needs to take account of individual diversity issues.
- ◊ The YOT had a number of closure and evaluation forms which needed to be integrated and coordinated to improve services within the courts.

Key judgement:

- ◊ *Courts are assisted in making informed decisions by the provision of good quality reports from the YOT.*

PSRs and SSRs were prepared by YOT workers and were all checked by managers before submission. Stand down reports were viewed favourably by the courts.

Strengths:

- ◊ The court had introduced a form for the YOT to standardise stand down reports which, although not mandatory, would be appropriate to adopt as standard practice.
- ◊ The YOT offered the court good alternatives to custodial sentences. As a result North Yorkshire had very low custody rates.
- ◊ All the PSRs in the inspection sample were completed within national standard timeframes. 94% identified that the child or young person had been interviewed specifically for the report at least once and 88% were based on an Asset assessment.
- ◊ 76% of the PSRs inspected were found to be of sufficient quality. 82% of the reports contained information from other sources and parents/carers were interviewed in 87% of all relevant cases. All the reports were identified as being free from discriminatory language

and stereotypes, 94% were satisfactorily verified and factually accurate.

- ◆ The conclusions of 88% of the reports contained clear proposals for sentencing, which was commensurate with the seriousness of the offence in all but one of the reports.
- ◆ There was an 88% concordance between the proposal made and the sentence imposed.

Areas for improvement:

- ◆ Although the YOT had identified the gatekeeping/quality assurance process as a particular strength, it still required improvement to address inconsistencies across the practice managers.
- ◆ There were a number of issues with the PSRs in the inspection sample. 35% did not use language that would be understandable to a child or young person, with 53% failing to address the impact of offence on the victim and 35% giving a description of the offence as opposed to an analysis. The quality of RoH assessment was judged insufficient in 36%, with 24% of that being judged as poor. Assessment in terms of safeguarding and diversity were both judged insufficient in 36% of the cases sampled.
- ◆ Although the court representatives spoken to during the inspection felt that the reports submitted by the YOT were of a good standard, they also described some as too long and said that they occasionally lacked focus. The recent implementation of a gatekeeping process by the Operation Manager at Scarborough should address this.
- ◆ There was no mechanism by which magistrates could feedback on the quality and usefulness of the PSRs submitted by the YOT.

**Good
practice**

North Yorkshire YOT was currently the only YOT in the country that had a daily violation report sent from Group 4 Securicor for those children and young people subject to electronic monitoring.

OVERALL ASSESSMENT FOR WORK IN THE COURTS

This section is judged as adequate.

3. WORK WITH CHILDREN AND YOUNG PEOPLE IN THE COMMUNITY

3.1 Work with children and young people at risk of offending

Key judgement:

- ◇ *Children and young people are prevented from offending.*

North Yorkshire YOT had recently secured substantial funding from the YJB enabling the creation of two new YIPs and the realignment of the existing two children's fund projects to YIPs. A comprehensive mapping exercise had been completed to identify the areas that the new YIPs would be most effective. These would complement the existing projects, *U-Turn* at Scarborough and *Smile* at Selby, both of which were funded through the children's fund and run by the YOT and children's social care respectively. The YOT was linked strategically to the Children and Young Person's Strategic Partnerships and Antisocial Behaviour Strategy.

Strengths:

- ◇ The YOT had recently appointed a prevention manager who had ownership and accountability for prevention work across the county.
- ◇ Both *U-Turn* and *Smile* were well established and targeted those aged between eight and 17 years old. These projects offered a wide range of diversionary and leisure activities for those children and young people. No additional measures were in place to facilitate children and young people with special needs, however the assessment and planned interventions sufficiently took account of diversity needs.
- ◇ The additional YJB funding had enabled the recruitment of one extra project worker for each of these initiatives.
- ◇ Referrals came from a range of sources, primarily social services, education, police and Connexions; there had also been self-referrals and those from family members.
- ◇ Each child and young person was assessed using the structured Onset assessment tool addressing the needs of the individual through a tailored action plan.
- ◇ Project workers were found to be committed and enthusiastic in their role and some had been trained in mediation.
- ◇ Reparation and restoration formed part of the interventions when working with children and young people.
- ◇ The prevention files inspected during the fieldwork phase were found to be of a high standard in terms of quality and recording.

- ◆ The YOT had taken the lead on the *prevent* and *deter* strand of the Prolific and other Priority Offender Strategy.
- ◆ The prevention teams had good close links with other agencies and forwarded children and young people's details, if consent was given, on to those agencies after their work had finished.

Areas for improvement:

- ◆ There was no mechanism for evaluating the effectiveness of interventions.
- ◆ Parental involvement needed to be improved. At present, it was encouraged informally by the staff. A more rigorous approach should be adopted with the goal of maximising participation.
- ◆ IT facilities at the smaller sites in Selby and Skipton were not compatible with the rest of North Yorkshire YOT.
- ◆ The YOT would benefit from developing its use of volunteers to assist in a range of activities such as mentoring, restorative justice and prevention services.
- ◆ The number of first-time entrants into the Youth Justice System, according to the YJB figures, showed that North Yorkshire YOT was above the national average.

3.2 Work with children and young people who have offended

Key judgement:

- ◆ *Children and young people who have offended are prevented from reoffending.*

North Yorkshire YOT was split into two teams, the eastern with Scarborough & Selby and western with Harrogate. Caseloads across the two teams were similar but there was a variance in the type of orders. The YOT was managed by a YOT manager based at Easingwold, north of York, and two operational managers in each of the two teams. A third tier of practice managers had recently been introduced, who had responsibility for the day to day matters. There was an ISSP manager who had overall responsibility for delivery of service countywide, including York.

Unfortunately the YOT was not coterminus with the other partner agencies and this, when compounded by the geography of North Yorkshire, impacted on the overall effectiveness and level of service that it was able to provide consistently.

Strengths:

- ◆ 86% of the initial Assets scrutinised in the inspection sample had been completed in accordance with the national standard timescale

and 84% were considered to be of good quality. The YOT case managers routinely involved the children and young people in their completion and took account of their diversity needs.

- ◆ The ISSP was delivered by a specialist team who were committed, enthusiastic and well managed. It was available for all eligible children and young people and was frequently used as part of bail packages. The packages were tailored to the individual and staff regularly engaged in afterhours sessions with the children and young people, offering support and assistance. The team included a range of innovative behaviour and educational elements linking in well with Connexions, E2E, PRU and a tutor at the local college.
- ◆ First appointments with the children and young people, following a community order, took place within one working day of the court appearance in all the cases sampled.
- ◆ There was a close fit between interventions planned and the assessed RoH for all types of orders visited during the inspection.
- ◆ Appropriate judgments about the acceptability/unacceptability of absences were made in 75% of the cases. Enforcement action was also deemed appropriate in 75% of the cases inspected.
- ◆ Of the cases sampled during the inspection, 91% revealed that specific diversity needs were taken into account during the assessment and there was good inclusion and involvement of parents/carers during this process.
- ◆ Attendance and participation at the MAPPP was good. Meetings were comprehensive, focused and deliberate where RoH to the public was an issue.

Areas for improvement:

- ◆ The workload prioritisation policy had in effect developed into a de-allocation policy whereby community orders, deemed low risk by the YOT, were de-allocated without any appropriate interventions or review mechanisms. As a result, a comprehensive and consistent service was not being given to all children and young people.
- ◆ A full assessment of RoH had not been carried out in 62% of relevant cases and 50% of those identified as high risk had not been regularly reviewed by a manager.
- ◆ 27% of the assessments in final warnings had not been carried out within ten days. Additionally, in 45% of the cases sampled, the police had not notified the YOT within one working day of the decision to issue a final warning and in 44% the YOT had not informed the police of its assessment within 15 working days of bail.
- ◆ Children and young people interviewed during the inspection were rather negative about the work of the YOT and felt that greater emphasis should be placed on setting boundaries. Those interviewed were, however, complimentary about their relationship with staff.

- ◆ Only 73% of children and young people had appointments arranged within the national standards timescale.
- ◆ There should be better communication and liaison between the YOT, case managers and education providers, particularly at the early stages of assessment. Of the 26 cases sampled, 11 revealed no liaison between agencies.
- ◆ The inspection process revealed that 47% of supervision plans failed to meet the content requirements of national standards or contained SMART objectives.
- ◆ 50% of the referral panels did not sit within 20 days in the cases examined and victim participation and attendance needed to be improved. There was no restorative intervention in 60% of the cases inspected where the victim was under 18 years of age.
- ◆ Home visits had not been made in 50% of cases.

Key judgement:

- ◆ *The health of children and young people who have offended is promoted by the work of the YOT.*

The YOT had an allocated resource of 24 hours per week for two health workers at each of the larger offices of Scarborough and Harrogate. Despite this, the actual staffing and resourcing of these core hours had proved somewhat problematic in that the health worker at Harrogate undertook 12 hours of work for the YOT, and for the past several months there had been no health worker at Scarborough. Harrogate also benefited from having a part-time sexual health worker and a part-time associated CAMHS worker.

Substance misuse services were provided by two core workers across the county based again at Scarborough and Harrogate and there was access to a range of non-statutory substance misuse organisations. In addition, the YOT received funding from the drug action team that enabled the employment of a dual diagnosis worker for children and young people who were pre-disposed to mental health issues and substance misuse.

Strengths:

- ◆ The health staff worked within the YOT as part of a multi-agency team and accepted referrals from case managers. This facilitated communication with case managers and other service providers.
- ◆ Health workers within the YOT were committed and dedicated to their role. They worked well with children and young people on a one-to-one basis, addressing physical, sexual and mental health issues.
- ◆ The dual diagnosis worker in the YOT worked at tier 1 and 2, providing a rapid service to children and young people.
- ◆ The ISSP team used the specialist health assessment tool, SQUIFA, to establish children and young peoples' health needs.

- ◆ The health workers had direct access to a genital/urinary clinic which facilitated referral for those children and young people with sexual health problems.
- ◆ Specialist interventions were provided internally by the substance misuse workers.

Areas for improvement

- ◆ The YOT needed to strengthen its links with the CAMHS in order to improve access to services. Of the cases inspected, 50% of those with mental health problems were not referred for specialist interventions.
- ◆ In relation to children and young people with physical health needs, 80% of the relevant cases sampled had not been referred for appropriate help.
- ◆ The YOT, through the PCT, needed to fill the current health worker vacancy at Scarborough as soon as possible to improve the services and support for children and young people.
- ◆ There appeared to be a high level of drug and alcohol misuse amongst children and young people who had offended. This obviously impacted significantly on the workload of the two dedicated workers who also acted as generic case managers.
- ◆ The YOT relied on counselling and advice services for alcohol and cannabis misuse that appeared to be more appropriate for adults. The YOT needed to identify services developed specifically for children and young people.
- ◆ Levels of need were not routinely analysed and utilised by the YOT to inform service development.
- ◆ Children and young people's health needs were currently assessed through Asset only and no use was made of specific health assessment tools, SQUIFA and SIFA, apart from by the ISSP team.

Key judgement:

- ◆ *Children and young people who have offended are safeguarded through the work of the YOT.*

Strengths:

- ◆ The YOT was represented on the Safeguarding Children Board.
- ◆ There was evidence of good consultation and involvement with social services in all but one of the cases of Looked After Children examined.

Areas for improvement:

- ◆ Although staff appeared aware of the requirements of the safeguarding policy and the referral mechanisms, their practice required improvement and suggested the need for further training.

- ◇ In 40% of cases sampled involving children and young people assessed as vulnerable from others, no appropriate action had been taken. Where action had been taken, it was considered appropriate to the child or young person's needs in only two-thirds of cases examined.
- ◇ The accommodation needs of children and young people needed to be addressed through improved partnership working, particularly with post-16 year olds.
- ◇ There appeared to be no information sharing protocol with social services, and the working relationship with key partners needed to be better enhanced.
- ◇ The YOT would benefit from joint training with social services on child protection issues. All staff should receive levels 1 and 2 child protection training.

Key judgement:

- ◇ *Children and young people who have offended are enabled and encouraged to achieve their potential.*

Strengths:

- ◇ The ISSP provision was good and children and young people were provided with tailor made programmes resulting from an analysis of individual needs. Their learning portfolios were testament to the skills and knowledge they had gained on the ISSP programme, which were accredited through ASDAN.
- ◇ Sound procedures were in place to gather information on educational history from educational providers. This was used to inform the initial Asset.
- ◇ The education authority seconded two half-time education specialists to the YOT team, one of whom was based at Scarborough and one in Harrogate. Their roles differed slightly and the Harrogate worker had a small generic caseload.
- ◇ Children and young people on ISSP were supported to participate in a wide range of educational provision designed to build their confidence and esteem, job seeking skills, literacy and numeracy levels and vocational skills.
- ◇ Clear arrangements were in place whereby educational providers were required to monitor children and young people's attendance. Where it was a condition of ISSP, they were to inform the ISSP team of any breach.
- ◇ ISSP workers undertook a range of assessments to inform programme planning which included literacy levels, drug assessments and problem-solving skills. The children and young person contributed to the process through the use of the *What do you think?* questionnaire.

- ◆ The YOT was engaged with NYCC Apprenticeships Scheme which was offering apprenticeships for young people who have offended. At present, only one place had been secured but action was being taken to obtain others.

Areas for improvement:

- ◆ Only those whose educational difficulties were deemed by the case holder to be of significance in their offending behaviour were routinely referred to education specialists. There was no moderation of Asset scores for consistency or accuracy and there was therefore the potential for many children and young people with educational difficulties to be overlooked.
- ◆ There was no partnership agreement or SLA between the local authority and the YOT to clarify roles and responsibilities or attend the management and training arrangements for the education specialists.
- ◆ The YOT had an unacceptably high number of children and young people, particularly post-16, without full-time ETE. Data supplied for the quarter April-June 2006 showed that 63% of children and young people of statutory school age had ETE at the end of their order compared with only 45% of post-16s.
- ◆ There was inconsistency between the Harrogate and Scarborough offices in relation to ETE. Harrogate performed consistently better than Scarborough and showed a statistical improvement in all four-quarters of 2005/2006 resulting in an overall performance for the year of 66.5%. Conversely, Scarborough's results were inconsistent across the same period and resulted in an overall yearly average of 52.6%.
- ◆ There appeared to be a lack of in-house assessment of basic skills and limited access to external basic skills provision.
- ◆ There was no access to education for children and young people on ISSP during the summer or Christmas holidays, due to access being through the local schools.
- ◆ Communication, liaison and advocacy with Connexions and with E2E providers needed to improve to streamline the process and avoid duplication of effort. The Connexions workers within the YOT linked into mainstream Connexions rather than making direct referrals to education providers.
- ◆ There was a need to enhance the support available to post 16 young people with high levels of need to enable them to succeed in their education or training placements.
- ◆ Except for those on ISSP or E2E, access to basic skills tuition was patchy. The YOT needed to introduce a basic skills assessment but at present lacked the resources to do so from within the current team.

- ◇ There needed to be an assessment of individual learning styles to inform intervention planning.

Key judgement:

- ◇ *Outcomes for children and young people are improved by their involvement through consultation about the services provided by the YOT.*

The YOT did not have well-developed systems for consulting children and young people about their involvement with the YOT, but this was an area which they recognised needed addressing.

Strengths:

- ◇ The child or young person was involved in their initial assessment in 92% of inspected cases. This involvement took sufficient account of any specific needs in relation to diversity in 91% of relevant cases.
- ◇ The YOT used the *What do you think?* form as standard practice to engage with the children and young people about the service provided to them.
- ◇ ISSP consulted with children and young people regarding their weekly timetable which was also regularly reviewed.
- ◇ Children and young people generally spoke positively of the helpfulness, understanding and fairness exhibited by YOT workers.

Areas for improvement:

- ◇ The YOT should review its consultation process with children and young people with a view to improving quality of feedback and ultimately inform service delivery.
- ◇ Complaints and commendation processes were not sufficiently developed and articulated to children and young people to improve the level and quality of service.

3.3 Work with parents/carers

Key judgement:

- ◇ *Parents/carers are supported in addressing their children's offending.*

North Yorkshire YOT had one dedicated parenting worker funded by Ryedale District Council. Although this worker provided a good level of service and had formed relationships with external partners, i.e. CAMHS and school nurses, Antisocial Behaviour Steering Group, housing and education managers, they were unable to offer a service outside of Ryedale and as such parenting/carers work reverted to individual case managers.

Strengths:

- ◆ Parents/carers interviewed spoke positively of their relationship with the YOT and gave it an average satisfaction score of eight out of ten.
- ◆ ISSP interventions routinely included parenting work.
- ◆ The YOT had parenting information packs and there were local projects in existence.
- ◆ The parenting worker in the east also incorporated anger management work into the programme for children and young people where appropriate.
- ◆ 88% of the cases examined, where parents/carers had been involved in the assessment, reflected specific and individual needs identified by the parent/carer in relation to the child or young person.

Areas for improvement:

- ◆ The YOT only had one dedicated parenting worker in the county and resilience was offered through a support worker who had completed training in parenting. This was not ideal and there was scope to develop parenting initiatives.
- ◆ The *U-Turn* project workers did not always involve the parents/carers in the interventions undertaken as part of the prevention programme.
- ◆ The YOT had parenting assessment forms but these were not necessarily used as standard practice.
- ◆ Referral to the various projects was very much ad hoc and staff were not fully informed of what was available.
- ◆ The YOT needed to ensure parental feedback was consistently sought, used to inform service delivery and improve effectiveness.
- ◆ 26% of the cases examined showed that parents/carers had not been kept informed of any developments with the child or young person during the order.

OVERALL ASSESSMENT OF WORK WITH CHILDREN AND YOUNG PEOPLE IN THE COMMUNITY

This section is judged as adequate.

4.

WORK WITH CHILDREN AND YOUNG PEOPLE SUBJECT TO DTOS

Key judgement:

- ◆ *The likelihood of reoffending for children and young people who receive DTOS is minimised through the intervention of the YOT by assessment.*

North Yorkshire YOT had a low custody rate of 3%; previously this had been as high as 13% and DTO cases were shared amongst the team. Where a DTO case went onto ISSP, the ISSP worker would then take on ownership with the generic case manager continuing a 'back-up' service. Upon completion of ISSP, either worker would retain ownership. Consideration was being given to recruiting a DTO specialist for the whole county, funded from efficiency savings incurred through staff travel costs. Most DTO cases were held at Wetherby and HMPYOI New Hall YOI.

Strengths:

- ◆ 100% of initial assessments inspected were completed within the timeliness requirements of the national standard and 88% were of sufficient quality.
- ◆ All relevant information was consistently communicated by the YOT within 24 hours of the child or young person's arrival in 88% of the cases.
- ◆ Asset and ISSP assessments had recently been streamlined to avoid duplication of effort and ensure consistency of approach. These reports were then subject to a gatekeeping quality procedure.
- ◆ The case sample found that information on health and education provided in the Asset was used effectively to inform the training plan and issues identified such as alcohol and/or drug misuse, gambling addiction as well as victim awareness and offending behaviour work were all linked into the training plan.
- ◆ Of the cases sampled, 88% of those showed that the child or young person was involved in the assessment process and 83% of those cases reflected specific individual needs in relation to the child or young person.
- ◆ There was good liaison between the YOT and social services for both Looked After and non-Looked After Children.
- ◆ In the majority of cases, RoH and vulnerability assessments were completed and information forwarded to the establishment.

- ◆ The YOT chaired DTO review meetings and was involved in all the training plan meetings, initial review and final.

Area for improvement:

- ◆ Of the eight cases inspected, five children or young people had not completed a *What do you think?* form and only one had completed an alternative form.

Key judgement:

- ◆ *The likelihood of reoffending for children and young people who receive DTOs is minimised through the intervention of the YOT by contact with the child or young person and effective liaison with the secure establishment during the custodial period.*

There were good working relationships between the YOT and the secure establishments. Contact with children and young people in custody was good and the liaison and communication between both agencies was effective.

Strengths:

- ◆ Initial training plan meetings took place within YJB timescales in 100% of cases and parents/carers were encouraged to attend in all cases.
- ◆ There were good links and liaison with other agencies, social services, home education and PCT to inform sentence and training plans.
- ◆ The YOT contributed to the final training plan meeting in 100% of the cases and the level of contact with staff in the establishments was good, as was the review of progress in 86%.
- ◆ There were individual examples of effective and sustained work by case managers where training plans were comprehensive, with clearly defined goals, and based on a thorough assessment of needs provided by the YOT after consultation with all relevant sources including parents/carers and the child or young person.

Areas for improvement:

- ◆ The initial training plan in 50% of the case sample did not meet the national standard for SMART objectives and suitable victim and restorative processes.
- ◆ Arrangements for ETE on release were inconsistent, resulting in some children and young people leaving custody without daytime structure during initial critical weeks. This was explored with the E2E providers, *Children First*, who were critical about information provided about the child or young person, including risk assessment, without which an appropriate placement could not be made.

Key judgement:

- ◇ *The likelihood of reoffending for children and young people who receive DTOs is minimised through the intervention of the YOT by reintegration into the community.*

Strengths:

- ◇ In 100% of the case sample, steps were taken to ensure that children and young people understood licence conditions; the frequency of appointments arranged met the national standard and reflected RoH considerations.
- ◇ In all cases examined, judgements about acceptability/unacceptability of absences were appropriate.
- ◇ Following release from custody, those children and young people who were eligible were taken onto ISSP and provided with a structured and in-depth programme of activities and interventions during their licence period.
- ◇ In 100% of the files sampled, work started in custody around education/training, health and substance misuse continued in the community through the interventions of the YOT. There was good liaison between the YOT and other service providers.

Areas for improvement:

- ◇ There appeared to be poor communication and information exchange between the YOT and E2E providers regarding post-release training placements which adversely affected quality of service.
- ◇ Further work was needed to develop access to partnerships and community services, particularly in relation to accommodation and ETE.
- ◇ Although YOT staff assessed and monitored the accommodation needs of children and young people, the provision of suitable accommodation remained an issue, in particular with those deemed vulnerable, with particular needs or posing a RoH, being placed in bed and breakfast or unsupported tenancies.
- ◇ Victim awareness work within the community element of the order needed to be improved.
- ◇ There was no specific formal training provided to YOT staff in relation to resettlement.

Key judgement:

- ◇ *The YOT demonstrates positive outcomes in its work with children and young people subject to DTOs.*

Strengths:

- ◇ The YOT recorded the time spent on direct contact with the child or young person, and that in all cases it exceeded one hour per week.
- ◇ The number of children and young people receiving repeat custodial sentences was low.
- ◇ 48% of post-release DTOs were on ISSP and recidivism of those receiving custodial sentences shows year on year decline from 88.9% (2001 cohort) to 60% (2003 cohort).

Areas for improvement:

- ◇ Half the children and young people in the case sample did not comply with the conditions of their licence. Three had committed further criminal activity whilst on licence and four of the eight cases inspected failed to show an improvement in the most recent Asset score over the initial score.

OVERALL ASSESSMENT OF WORK WITH CHILDREN AND YOUNG PEOPLE SUBJECT TO DTOS

This section is judged as adequate.

5.

VICTIMS AND RESTORATIVE JUSTICE

Key judgement:

- ◇ *Victims of children and young people who have offended feel that they have been assisted by the intervention of the YOT in achieving closure.*

North Yorkshire YOT had two dedicated VLOs who managed the service to victims across the county. There had previously been an entire restorative justice team, but in order to fund the new practice managers' posts, the team had been disbanded and the reparation posts disestablished.

Strengths:

- ◇ The VLOs were professional and very experienced. They were a tremendous resource to the YOT and worked hard to deliver the best possible service to victims.
- ◇ The VLOs had formalised systems of working and recording their work and this was clearly evidenced in the case files. Each victim was initially contacted by telephone. This was then followed-up by letter explaining the service on offer and inviting them to participate.
- ◇ Feedback was sought from all victims at the end of their contact with the YOT and used to inform service delivery.
- ◇ The transfer and flow of victim information between the police and the YOT was very good.
- ◇ Letters of apology were used greatly across the YOT as a means of working with the children and young people in victim awareness issues. The construction of the letter was one of an eight session victim awareness pack used by the YOT.
- ◇ Of the cases sampled, 79% of victims were consulted about restorative/reparative justice work, although only 10% of victims participated in referral panels. If victims wanted direct reparation, it was the responsibility of the VLOs to ensure it took place.

Areas for improvement:

- ◇ Due to the workload prioritisation policy, in Scarborough no contact took place with victims until the VLOs knew that the case would be taken-up. This meant that not all victims received a service; this situation caused frustration to the staff.
- ◇ There was little community reparation within the YOT and what there was required greater coordination. There were no reparation workers and the only projects available were either part of ISSP or organised

by the VLOs themselves. The Stainsacre Hall Project, which was used by the ISSP programme, was based upon constructive use of leisure time and providing life skills interventions.

- ◊ The geography of the area meant that it was not possible for the VLOs to visit the victims at home as standard practice, although the needs of victims were assessed and addressed appropriately.
- ◊ There appeared to be no link between the YOT and the Victims Charter and staff were not aware of such implications.

**Good
practice**

Following a number of incidents of children and young people trespassing on railway lines and assault on rail staff, the YOT worked with Railtrack to set-up a programme of restorative justice. Children and young people visited a local station and met train drivers who explained the impact of trespassing to them. They were also shown a video of train accidents to re-enforce this message. At the time of the inspection, none of those children and young people had reoffended.

OVERALL ASSESSMENT FOR WORK WITH VICTIMS AND RESTORATIVE JUSTICE

This section is judged as adequate.

The joint inspection of YOTs

The joint inspection of YOTs is an independent programme, funded by the Home Office and reporting to the Secretary of State. Inspections are conducted jointly, involving CSCI, Estyn, the Healthcare Commission, the Healthcare Inspectorate Wales, HMIC, HMI Prisons, HMI Probation, Ofsted and SSIW as appropriate. The joint inspection team is located within and led by HMI Probation.

Home Office objectives

The joint inspection contributes primarily to the achievement of Home Office Objective II – 'more offenders are caught, punished and stop offending and victims are better supported', and to the requirement to ensure that custodial and community sentences are more effective at stopping offending.

It also contributes to the achievement of Objective III, through the scrutiny of work to address drug and other substance misuse, and to other relevant criminal justice system and children's services' objectives in England and Extending Entitlement objectives in Wales.

The **purpose** of the joint inspection is to report to the Secretary of State and, through him Parliament and the public, on the effectiveness of the YOTs in fulfilling their statutory duties to prevent offending by children and young people, and thereby protect the public, whilst still safeguarding their rights and promoting their welfare.

The **aims** of the programme are to:

- ◆ assess the impact made by YOTs and partner organisations on the prevention of offending by children and young people through effective supervision
- ◆ appraise the work undertaken by YOTs and partner organisations to meet the needs of children and young people at risk of offending and enable them to lead law-abiding and constructive lives
- ◆ evaluate the role of the YOTs in safeguarding the rights and promoting the welfare of children and young people
- ◆ assess the extent to which the YOTs are meeting the required standards and targets set by the YJB
- ◆ promote good practice in the management arrangements of YOTs and service delivery to the courts and community
- ◆ identify underperformance and make recommendations to promote improvements
- ◆ evaluate the effective use of resources
- ◆ actively promote race equality and diversity as an integral part of the inspection process
- ◆ produce timely reports which contribute to improved performance by informing policy and practice.

Inspection arrangements

- ◇ The joint YOT inspection is conducted in line with the Government's commitment to proportionate and coordinated inspection in local government. It:
 - is proportionate to risk, with fieldwork adapted to the circumstances of the YOT and only carried out to identify findings or to disseminate good practice
 - complements, and is coordinated with, other inspection programmes, including the JARs in England, and inspections undertaken as part of the WPI and of youth support services in Wales
 - informs judgements made in the APA and CPA in England.
- ◇ The criteria for the third phase of the inspection focus on:
 - management and partnership arrangements
 - work in the courts
 - work with children and young people in the community
 - work with children and young people subject to DTOs
 - victims and restorative justice.
- ◇ Prior to the inspection, each YOT is asked to submit selected advance information and complete a self-assessment, identifying strengths and areas for improvement.
- ◇ In England, fieldwork for each individual inspection takes place over one week, prior to the JAR. It consists of:
 - an assessment of a representative sample of individual case files
 - meetings with relevant managers, representatives of partner organisations and members of the YOT staff
 - contact with children and young people, their parents/carers and the victims of offences committed by children and young people supervised by the YOT.
- ◇ Fieldwork in Wales includes the same elements but is linked to inspections undertaken as part of the WPI and of youth support services. The assessment of case files may, therefore, be conducted in advance of the meetings with managers and staff. However, the total amount of inspection time spent within the YOT remains the same as in England.
- ◇ The assessment of case files consists of a representative sample of between 30 and 80 children and young people (dependent on the YOT's workload) who have been subject to some form of intervention in the previous months. The cases cover most orders, including licences and are examined in detail. The case manager and any other person significantly involved in delivering the intervention are interviewed as part of the file reading exercise and, where possible, the child or young person themselves and their parents/carers.

- ◆ In order to encourage self-assessment and increase ownership of the inspection findings, we are inviting YOTs to second a member of their staff, usually an experienced practitioner, as a representative accompanying the inspection team, for the fieldwork week. We consider this to be a positive way of developing mutual understanding and strengthening the links between inspection and practice.
- ◆ The inspection findings will be compiled in a report which includes recommendations for improvement. These recommendations will be designed to encourage the YOT in its work, to support good practice and to promote improvements.
- ◆ The report is submitted to the Home Secretary, as the Secretary of State responsible for youth justice, with simultaneous copies to the Education and Health Secretaries. In Wales, reports are also submitted to the Ministers for Social Care and Regeneration, Lifelong Learning, Health and Social Care as well as the Minister for Children.
- ◆ Reports on YOTs in Wales are published in both Welsh and English. We also aim to fulfil our other responsibilities under the Welsh Language Act 1993 in accordance with the central principle of equality embodied in the Act.
- ◆ A copy is sent to the YJB. Copies are also made available to the press and placed on the website of HMI Probation at:
<http://www.inspectorates.homeoffice.gov.uk/hmiprobation>

Code of practice

Each inspection will:

- ◆ be undertaken with integrity in a professional, impartial and courteous manner
- ◆ enable the development of independent judgements, based on evidence
- ◆ seek to energise and engage with staff
- ◆ promote race equality and diversity throughout its processes
- ◆ be concluded with the timely publication of a report containing findings and recommendations for improvement.

Anyone wishing to comment on an inspection, a report or any other matter falling within the remit of this inspection programme should write to:

*HM Chief Inspector of Probation
 2nd Floor, Ashley House
 2 Monck Street
 London SW1P 2BQ*

Scoring approach

The scoring approach has been significantly changed in phase three of the inspection programme to ensure compatibility with that of the JAR and Corporate Assessment in England, and the similar judgements used in inspections undertaken as part of the WPI and of youth support services in Wales.

In phase three, each of the five sections of the inspection are individually assessed against the relevant criteria. Assessments are based on:

- ◇ information supplied by the YOT
- ◇ interviews with chief officers, managers and staff both from the YOT and other partner organisations
- ◇ examination of case files
- ◇ discussions with case managers and other people significantly involved in the supervisory process
- ◇ the perspectives of the children and young people, their parents/carers and, where possible, their victims, contacted during the course of the inspection
- ◇ information supplied by the JAR, Corporate Assessment and other relevant inspection findings in England and inspections as part of the WPI and of youth support services in Wales.

The judgements and their descriptors are given in the table below:

Judgement	Descriptor
4	Excellent – performs strongly, well above minimum requirements with outstanding features
3	Good – performs well, consistently above minimum requirements with no important shortcomings
2	Adequate – only meets minimum requirements
1	Inadequate – does not deliver minimum requirements, with many important shortcomings

We summarise the judgements of the five sections in an overall assessment. We have decided that in phase three we will not give a general categorisation of the performance as a whole, as we wish each YOT to focus attention on its own specific areas for improvement.

Next steps

- ◇ The YOT will be asked to send a response to the recommendations, to the lead inspector, together with an action plan within three months of the publication of the report. It is anticipated that the recommendations will normally be addressed within 12 months of publication to allow sufficient time for integration within existing developments.
- ◇ Once the action plan has been agreed by the lead inspector, it will be passed to the YJB who will monitor the recommendations' implementation.
- ◇ The joint inspection programme does not normally include any follow-up action unless issues were to emerge during the course of the programme that were of such serious concern to require immediate attention. The inspection of the North Yorkshire YOT has not revealed any such concerns.
- ◇ In addition to the reports on individual YOTs, the joint inspection team also publishes periodic reports on findings across a number of teams. Such reports include comments on race equality and diversity issues and other trend information. They also include comparisons between the performance of YOTs with similar characteristics.

Inspection criteria for YOTs in England

1. Management

1.1: Leadership

Key judgement

1.1.1: The Management Board provides strategic oversight and direction, and coordinates the provision of youth justice services by the YOT and partner organisations.

Evidence

- 1.1.1.1 There is a clear line of accountability for the YOT to the local authority Chief Executive and YOT plans are integrated with those of the wider council.
 - 1.1.1.2 The Management Board is made up of representatives of partner organisations who attend and participate actively in meetings.
 - 1.1.1.3 Members of the Management Board represent the needs of the YOT to their parent organisations.
 - 1.1.1.4 The Management Board gives support and guidance to the YOT Manager to ensure that they engage with local and national priorities and promote race equality and wider diversity issues.
 - 1.1.1.5 The Management Board ensures that the Youth Justice Plan is implemented.
 - 1.1.1.6 The Management Board ensures the provision of accurate and timely data returns, both for its own use and that of the YJB.
 - 1.1.1.7 Partners regularly and collectively review, monitor and evaluate service information to ensure that the YOT is contributing to improving outcomes for children and young people.
-

1.2 Partnership and resources

Key judgement

1.2.1: Partner organisations and the YOT work together to deter children and young people from offending.

Evidence

- 1.2.1.1 The Youth Justice Plan reflects partner strategies.
 - 1.2.1.2 Resources have been identified and capacity exists to meet assessed need.
 - 1.2.1.3 YOTs are appropriately staffed by partners according to legislation and Home Office/YJB guidance.
 - 1.2.1.4 Protocols, contracts and SLAs have been agreed between the YOT, its statutory partners and other relevant organisations to address the coordination of work, delivery of services, information sharing, human resources and funding arrangements. They are regularly reviewed and updated.
 - 1.2.1.5 The YOT is a member of the ACPC/Local Children's Safeguarding Board, and operates according to local child protection procedures.
 - 1.2.1.6 The YOT contributes to a joint-agency approach to the management of high-risk offenders in the community, including MAPPA and registration with the police.
 - 1.2.1.7 There are secure arrangements for the recording and sharing of information on children and young people at risk, including those moving across service boundaries.
 - 1.2.1.8 A range of interventions and services, including health and education, are provided across the authority to meet the needs of children and young people who have offended and those at risk of offending.
 - 1.2.1.9 The YOT contributes to community regeneration initiatives that are targeted at the most needy areas and address the broad range of family needs in an integrated way.
 - 1.2.1.10 The YOT contributes to successful outcomes in reducing anti-social behaviour, in particular through effective partnership working.
-

1.3 Staff supervision, development and training

Key judgement

1.3.1: Positive outcomes for children and young people are enhanced by effective staff.

Evidence

- 1.3.1.1 Practice is defined by written policies and procedures.
 - 1.3.1.2 Staff are regularly supervised within a performance management framework, in accordance with their developmental needs and assessed level of competence.
 - 1.3.1.3 Annual appraisals contain objectives that are linked to local and national targets.
 - 1.3.1.4 All staff are appropriately qualified and provided with training opportunities to equip them to meet the requirements of the Youth Justice Plan to identify and manage risks and to raise safeguarding concerns.
 - 1.3.1.5 Training needs are regularly reviewed.
 - 1.3.1.6 Volunteers are appropriately trained and are available for YOT activities.
 - 1.3.1.7 CRB checks are undertaken on all staff and volunteers who have access to children and young people or their case files, and are updated at least every three years.
 - 1.3.1.8 Joint agreements are in place for the management of disciplinary, capability and grievance procedures.
 - 1.3.1.9 There is a written complaints procedure, which is well publicised and easily accessible. Complaints are properly managed against the procedure.
 - 1.3.1.10 Health and safety assessments of facilities and activities are undertaken, acted on and updated regularly.
-

2. Work in the courts

Key judgement

2.1: Good working relationships exist between the YOTYOS and the local court.

Evidence

- 2.1.1 An agreement is in place between the YOT, justices' clerk or his/her nominated senior lawyer and the local Crown Court covering arrangements for court services.
 - 2.1.2 The YOT provides trained and knowledgeable staff to ensure adequate representation in any courts within its geographical area, including Saturday/bank holiday cover and the Crown Courts.
 - 2.1.3 The YOT attends and contributes to a Youth Court User Group, which meets regularly and whose purpose is detailed in the national standard.
 - 2.1.4 The YOT provides regular inputs to magistrates' court and Crown Court staff about a range of programmes and sentencing options.
-

Key judgement

2.2: Effective practice with children and young people who have offended is promoted by the work of the YOT within the courts.

Evidence

- 2.2.1 Information and first appointments are provided to all children and young people who are made the subject of community sentences or bail supervision and support programmes.
 - 2.2.2 All children and young people remanded or sentenced to secure or custodial detention are interviewed, assessed for vulnerability, and the information is passed to the establishment within the national standard timescale.
-

Key judgement

2.3: Children and young people are safeguarded and the likelihood of their further offending reduced by the provision of appropriate services, including bail supervision and support programmes.

Evidence

- 2.3.1 Arrangements are in place between the YOT and the appropriate local Children Service's Department regarding the Police and Criminal Evidence Act (1984), remands from Saturday/bank holiday courts and the completion of the appropriate paperwork for children and young people remanded to the care of the local authority.
 - 2.3.2 There are arrangements in place, to which the YOT has agreed, to identify and alert the YOT of all children and young people who are at risk of secure or custodial remand.
 - 2.3.3 Differentiated support/supervision services are offered, commensurate with likelihood of remand, to address objections to bail.
 - 2.3.4 Follow-up services are provided to securely remanded children and young people to ensure that, where appropriate, further bail applications are made and accompanied by commensurate support packages.
-

Key judgement

2.4: Courts are assisted in making informed decisions by the provision of good quality reports from the YOT.

Evidence

- 2.4.1 PSRs are produced in accordance with the relevant national standards, of a good quality, to time and in the agreed format.
 - 2.4.2 PSRs are impartial, free from discriminatory language and stereotypes.
 - 2.4.3 Proposals are appropriate and commensurate.
 - 2.4.4 A copy of the PSR is provided to the child or young person and their parents/carers, where appropriate, and in good time.
 - 2.4.5 SSRs and stand-down reports are available and assist the court in timely decision-making.
-

3. Work with children and young people in the community

3.1: Work with children and young people at risk of offending

Key judgement

3.1.1: Children and young people are prevented from offending.

Evidence

- 3.1.1.1 The YOT contributes to the provision of services in the local authority to divert children and young people from offending.
 - 3.1.1.2 A process has been agreed by the YOT and its partners to identify and assess children and young people at risk of offending.
 - 3.1.1.3 Assessments are sensitive to cultural difference and diversity, and linked to criminogenic needs.
 - 3.1.1.4 Interventions are inclusive and address the specific needs of girls and young women, children and young people from minority ethnic groups and those with disabilities.
 - 3.1.1.5 Attention is given to safeguarding children and young people.
 - 3.1.1.6 Interventions demonstrate effectiveness in reducing offending and promoting positive outcomes.
 - 3.1.1.7 There is a reduction in the number of children and young people who are first-time entrants into the criminal justice system.
-

3.2: Work with children and young people who have offended

Key judgement

3.2.1: Children and young people who have offended are prevented from reoffending.

Evidence

- 3.2.1.1 An Asset form is fully completed at the beginning of all interventions and reviewed as appropriate. It is informed by contact with social services and the self-assessment, and takes account of cultural difference, diversity and safeguarding issues.
- 3.2.1.2 Risk of harm to others is fully assessed in all cases identified as posing a potential risk, through the initial Asset form or alternative accepted tool.
- 3.2.1.3 Supervision plans are written in accordance with national standards, with a victim restorative process, emanate from Asset and contain SMART objectives.
- 3.2.1.4 Interventions address offending behaviour, are targeted in areas of assessed need and are evaluated and consistent with the principles of effective practice.
- 3.2.1.5 Interventions are inclusive and address the specific needs of girls and young women, children and young people from minority ethnic groups and those with disabilities.
- 3.2.1.6 Contact with children and young people is consistent with national standards and Home Office/YJB guidance.
- 3.2.1.7 Enforcement activity follows non-compliance within the national standard timescale.
- 3.2.1.8 Action is taken to challenge and reduce discrimination and harassment by children and young people.
- 3.2.1.9 Examination of the case file provides evidence of progress.
- 3.2.1.10 The YOT demonstrates a reduction in offending in the pre-court, first tier and community bands of penalties.
- 3.2.1.11 Indicative accounts of outcomes from children and young people, parents/carers and other relevant persons asked, show improvements in behaviour, attitude and family relationships.

Key judgement

3.2.2: The health of children and young people who have offended is promoted by the work of the YOT.

Evidence

- 3.2.2.1 Staff working with children and young people are advised and supported in identifying possible physical and mental health problems and in making appropriate referrals.
 - 3.2.2.2 Specialist assessments are undertaken on those with health needs.
 - 3.2.2.3 Children and young people who have offended are discouraged from substance misuse.
 - 3.2.2.4 Children and young people with health problems are supported in accessing services that address their assessed needs.
 - 3.2.2.5 Examination of the case file shows evidence of improved health outcomes.
 - 3.2.2.6 Indicative accounts of outcomes from children and young people, parents/carers and other relevant persons asked, suggest an improvement in physical and mental health.
-

Key judgement

3.2.3: Children and young people who have offended are safeguarded through the work of the YOT.

Evidence

- 3.2.3.1 Risk of harm, either to self or to/from others (vulnerability), is fully assessed in all cases.
 - 3.2.3.2 The YOT refers cases where safeguarding concerns have been identified, to the local Children's Services and contributes to child protection plans on a case-by-case basis.
 - 3.2.3.3 Threshold criteria for making and responding to safeguarding referrals are clear and widely understood by staff from both the YOT and Children's Services.
 - 3.2.3.4 Interventions take account of safeguarding children and young people.
 - 3.2.3.5 There is evidence of joint working and the sharing of information and plans with the allocated social worker, particularly in the cases of Looked After Children.
 - 3.2.3.6 Looked After Children who have offended receive specific guidance and support.
 - 3.2.3.7 The YOT contributes to the reviews of Looked After Children who have offended.
 - 3.2.3.8 Examination of the case file reveals a reduction of risk factors.
 - 3.2.3.9 Indicative accounts of outcomes from children and young people, parents/carers and other relevant persons asked, show a reduction in vulnerability.
-

Key judgement

3.2.4: Children and young people who have offended are enabled and encouraged to achieve their potential.

Evidence

- 3.2.4.1 Specialist assessments are undertaken on those with specific educational needs.
 - 3.2.4.2 Interventions promote attainment and are targeted in areas of assessed educational need.
 - 3.2.4.3 Support is given to children and young people who have offended and their parents/carers, to promote good behaviour, attendance at school and educational attainment.
 - 3.2.4.4 Action is taken to ensure that children and young people who have been permanently excluded from school attend alternative settings aimed at securing reintegration into mainstream education.
 - 3.2.4.5 Children and young people who have offended are supported in securing further education, training or employment.
 - 3.2.4.6 Examination of the case file provides evidence of improved achievement and/or attainment.
 - 3.2.4.7 Indicative accounts of outcomes from children and young people, parents/carers and other relevant persons asked, show improved achievement and/or attainment.
-

Key judgement

3.2.5: Outcomes for children and young people are improved by their involvement through consultation about the services provided by the YOT.

Evidence

- 3.2.5.1 The YOT involves children and young people in consultations about the services they receive.
 - 3.2.5.2 Proactive measures are taken to ensure that children and young people in minority groups, younger children and those with communication problems are able to give their views.
 - 3.2.5.3 Consultation with children and young people makes a significant difference to the quality of service provision.
 - 3.2.5.4 Staff give effective feedback on action following consultation, or on issues raised by individual children and young people, including reasons for not acting on particular issues.
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3.3: Work with parents/carers

Key judgement

3.3.1: Parents/carers are supported in addressing their children's offending.

Evidence

- 3.3.1.1 Assessments of parenting skills are carried out in a timely manner, in accordance with YJB effective practice guidelines and are used to inform interventions.
 - 3.3.1.2 Parents/carers are made aware of the requirements of the interventions and are kept informed about progress during the course of the intervention.
 - 3.3.1.3 Parents/carers are referred to interventions that are sensitive to the diverse needs of parents/carers from a range of cultural backgrounds and are available on a voluntary and statutory basis.
 - 3.3.1.4 Parents/carers are supported in addressing their children's behaviour.
 - 3.3.1.5 Interventions promote effective parenting in relation to the parents'/carers' ability to care, control and safeguard the child or young person.
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4. Work with children and young people subject to DTOs

Key judgement

4.1: The likelihood of reoffending for children and young people who receive DTOs is minimised through the intervention of the YOT by assessment.

Evidence

- 4.1.1 An initial Asset form is completed that takes account of cultural difference, diversity, health, education, safeguarding and family issues, and forwarded immediately to the secure establishment.
 - 4.1.2 Specific risk factors (e.g. risk of harm, either to self or to/from others, health or substance misuse) are assessed and communicated to the secure establishment immediately.
 - 4.1.3 The YOT worker forwards copies of all relevant assessments, including care plans, PSRs, previous convictions, health and educational plans, to the secure establishment within 24 hours of the court appearance.
 - 4.1.4 The YOT worker contributes to the initial training plan and ensures that it is informed by Asset.
 - 4.1.5 The YOT works proactively with the secure establishment to ensure that the child's or young person's educational, training and health needs are assessed and addressed.
 - 4.1.6 Action is taken to identify and address the specific needs of Looked After, or otherwise vulnerable children and young people, girls and young women, children and young people from minority ethnic groups and those with disabilities.
 - 4.1.7 The child's or young person's housing needs on release are assessed and action taken, where relevant, to prevent the loss of existing accommodation or to secure new settled arrangements.
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Key judgement

- 4.2: The likelihood of reoffending for children and young people who receive DTOs is minimised through the intervention of the YOTYOS by contact with the child or young person and effective liaison with the secure establishment during the custodial period.

Evidence

- 4.2.1 The YOT communicates regularly with key people in secure establishments.
 - 4.2.2 The YOT worker contributes effectively to sentence planning and review meetings and to reviews of the training plan.
 - 4.2.3 The YOT facilitates contact with all service providers who are relevant to the needs of the child or young person and the risk they present.
 - 4.2.4 Arrangements to meet the child's or young person's assessed needs, particularly in relation to health, education and accommodation, are established in preparation for their release.
 - 4.2.5 Provision is made to address the specific needs of Looked After or otherwise vulnerable children, girls and young women, children and young people from minority ethnic groups and those who are disabled.
 - 4.2.6 The YOT worker contributes actively to the final review meeting, in accordance with the national standard.
 - 4.2.7 Parents/carers are encouraged to attend sentence planning and review meetings, in particular, the final review meeting.
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Key judgement

- 4.3: The likelihood of reoffending for children and young people who receive DTOs is minimised through the intervention of the YOT by reintegration into the community.

Evidence

- 4.3.1 The training plan is reviewed within ten working days and subsequently on a three-month basis or at the end of the order, whichever is soonest.
 - 4.3.2 The YOT worker assesses and monitors the child's or young person's housing needs.
 - 4.3.3 The YOT worker monitors the provision of health and education services, and the Management Board is informed where these services are not provided, in accordance with the national standard.
 - 4.3.4 The child's or young person's individual learning plan continues following release and is regularly reviewed, updated and shared with relevant providers and organisations, particularly Connexions.
 - 4.3.5 Interventions commenced in custody to address offending behaviour, health, safeguarding and education are continued on release, where appropriate.
 - 4.3.6 Interventions are inclusive and address the specific needs of girls and young women, children and young people from minority ethnic groups and those with disabilities.
 - 4.3.7 YOT contact with children and young people released from custody is consistent with the national standard and Home Office/YJB guidance.
 - 4.3.8 Enforcement activity follows non-compliance within the national standard timescale.
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Key judgement

- 4.4: The YOT demonstrates positive outcomes in its work with children and young people subject to DTOs.

Evidence

- 4.4.1 Examination of the case file provides evidence of progress, demonstrated, for example, by attitude to offending, improved family relationships, health outcomes, educational attainment and reduced vulnerability.
 - 4.4.2 The YOT demonstrates a reduction in reoffending for the custody band of penalties.
 - 4.4.3 Indicative accounts of outcomes from children and young people, parents/carers and other relevant persons asked, show improvements in behaviour and attitude.
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5. Victims and restorative justice

Key judgement

5.1: Victims of children and young people who have offended feel that they have been assisted by the intervention of the YOT in achieving closure.

Evidence

- 5.1.1 Assessments of victims' needs are consistently carried out in a timely manner, in accordance with effective practice guidelines.
 - 5.1.2 All victims are given the opportunity to make informed decisions about their involvement in direct/indirect restorative processes with children and young people who have offended and are supported in doing so.
 - 5.1.3 Communications are undertaken in a sensitive manner, responsive to individual needs, circumstances, preference and diversity.
 - 5.1.4 Victims are offered the opportunity to influence any reparative element of the child's or young person's supervision plan and to be informed of their progress.
 - 5.1.5 Victims have access to a restorative intervention tailored to their needs.
 - 5.1.6 Restorative and reparative interventions are provided that are appropriate to the age, vulnerability, culture, ethnicity, language needs, literacy levels and gender of the victims and children and young people who have offended.
 - 5.1.7 All victims are offered the opportunity to give feedback that is used to inform the work of the YOT.
 - 5.1.8 Children and young people involved in restorative interventions make a positive contribution to the victim and community.
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