

Thematic inspection recommendations to youth offending partnerships

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Thematic inspection recommendations to youth offending partnerships

HMI Probation commenced thematic inspections with regard to youth offending work in 2010. Since this time the following inspection reports have been published:

2010

- The Management of Gang Issues Among Children and Young people in Prison Custody and the Community: A Joint Thematic review published June 2010¹
- Message in a Bottle: A Joint Inspection of Youth Alcohol Misuse and Offending published June 2010
- A Joint Inspection of Youth Crime Prevention published September 2010

2011

- Not making Enough Difference: A Joint Inspection of Youth Offending Court Work and Reports published March 2011
- To Get the Best results: A Joint Inspection of Offending Behaviour, Health, ETE Interventions in Youth Offending Team In England and Wales published June 2011
- A Joint Inspection: ReActions- A Third review of Healthcare in the community for young people who offend published July 2011
- Who's Looking Out for the Children? A Joint Inspection of Appropriate Adult Provision and Children in detention after Charge published December 2011

2012

- Facing Up to Offending: Use of restorative Justice in the Criminal Justice System published September 2012
- Transitions: An Inspection of the Transition Arrangements from Youth to Adult Services in the Criminal Justice System published October 2012.

¹ This inspection report did not contain any recommendations for YOT partnerships.

- Looked After Children: An Inspection of the work of Youth Offending Teams with children and young people who are looked after and placed away from home published December 2012.

2013

- Examining Multi-Agency Responses to Children and Young People who Sexually Offend published February 2013
- Victim Contact: an Inspection of the victim contact arrangements in Probation Trusts published November 2013²

2014

- An Inspection of the work of Probation Trusts and Youth Offending Teams to protect Children and Young People published in August 2014
- Girls in the Criminal Justice System published December 2014

2015

- Joint thematic inspection of resettlement services to children by Youth Offending Teams and partner agencies published March 2015.

The above inspection reports contain a series of recommendations to youth offending team (YOT) partnerships, wider criminal justice agencies and government bodies identifying appropriate benchmarks and required improvements to service delivery. HMI Probation seek to identify through annual Youth Justice Strategic Plans how YOT partnerships have responded to these recommendations and used inspection reports to guide service development. YOT partnerships are consequently advised to ensure this information is contained within their annual YJ Plan.

This document will help you compare your performance against these recommendations. It will also help you identify any improvement work needed. You should use it with the YJB Self Assessment document.

² Whilst primarily an inspection of adult criminal justice services this report contained recommendations for both the Youth Justice Board and Youth Offending Teams

Recommendation
<p><i>Youth Offending Team Management Boards, the Department of Health and the Youth Justice Board should ensure that:</i></p> <ul style="list-style-type: none"> • each child or young person engaged with a YOT (or equivalent prevention service) receives a nationally validated holistic health assessment (which includes an assessment of substance misuse, alcohol and speech and language needs) by an individual with relevant specialist knowledge • substance misuse assessments on Onset/Asset take account of all substance misuse issues, both directly in relation to specific offences, previous offending behaviour and previous antisocial behaviour • alcohol-related interventions are evaluated to identify positive outcomes • Substance misuse issues, including alcohol, are appropriately prioritised at a strategic level

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Is there the capacity to enable all children and young people in contact with the YOT/preventative services to receive a holistic health assessment including substance misuse, alcohol and speech and language needs? • Are there adequate systems in place to ensure that the above assessments are undertaken and additionally are integrated into the wider assessment of the child or young person and their offending? • Is there adequate management oversight with regard the above process? • Have alcohol related interventions been evaluated and are known to be effective and result in positive outcomes? • Are substance misuse issues including alcohol appropriately prioritised at a strategic level? 	<ul style="list-style-type: none"> • Dedicated specialist staff in post in the YOT or accessible within another agency with adequate capacity to meet presenting need including the management of immediate risk. • Agreed up-to-date protocols and procedures in place outlining assessment and referral pathways • QA systems in place to enable management oversight of assessments, referrals and intervention. • Aggregated data available with regard the degree of substance misuse including alcohol use amongst the cohort of young people. • Access to SMU education, prevention activities and advice is available for children and young people to reduce the risk of substance related harm. • Good range of interventions (both

	<p>psychosocial and pharmacological) are available for children and young people according to individual need.</p> <ul style="list-style-type: none">• Evaluation of interventions delivered and their impact.• Strategies to increase the effectiveness of interventions.• Appropriate health representative sits on YOT Management Board and attends regularly.• YOT contribution via their health and well-being assessment to the JSNA, includes needs data of YOT cohort, details of evidence based interventions, impact of YOT interventions (recommend including case studies to demonstrate outcomes) and demonstrate the contribution/link between YOT interventions with the wider LA agenda/priorities.
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Recommendation
<p><i>Youth Offending Team managers, provider trusts and health managers should ensure that:</i></p> <ul style="list-style-type: none"> • assessments (Onset/Asset) are monitored and reviewed in accordance with National Standards to reflect significant changes in circumstances • intervention plans are specific, sequenced and appropriately reviewed to enable health needs to be met • evidence based interventions are used in keeping with the level of need and the age of the child or young person • <i>Risk of Harm to others</i> and vulnerability are more consistently assessed and reviewed, taking account of health and substance misuse issues • Smooth transitions are effected between child and adult services and community to secure environments and subsequently resettlement services in order to enable continuity of treatment.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Do staff have a good understanding of the potential impact of health and substance misuse on the child or young person and additionally their offending? • Is there evidence of adequate management oversight of the quality and timeliness of assessment? • Is there evidence to suggest that assessments are reviewed and updated appropriately in line with National Standards? • Are intervention plans specific, sequenced and appropriately reviewed to enable health needs to be met? • Are interventions evidence based? • Is the 'dosage' of interventions appropriate? • Are diversity factors e.g. age taken sufficiently into account in planning and delivery of interventions? • Is Risk of Harm and Vulnerability consistently assessed and 	<ul style="list-style-type: none"> • Training plans and profile of child focused staff and line managers. • Induction for new staff includes contribution from health and substance misuse. • Regular refresher training and links with specialist agencies. • Supervision records of staff including clinical supervision of health staff. • QA framework in place including assessment and planning. • Aggregated data QA data available that in turn informs team training plan. • Evidence of health professionals contribution to children and young people's intervention plans. • Local information sharing protocol in place enabling the necessary flow of information regarding health. • Good quality intervention plans that are holistic and informed by Maguire principles and also the strengths based model of intervention. • Consideration of diversity needs evidenced in plans and case records. • Core ASSET, ROSH, VMP and

<p>reviewed taking health and substance misuse issues into account?</p> <ul style="list-style-type: none"> • Are there processes in place to enable a smooth transition between child and adult services to ensure continuity of treatment? • Are there processes in place to enable a smooth transition between community and custody and then back to community to ensure continuity of treatment? 	<p>RMPs all evidencing health and substance misuse issues being taken into account.</p> <ul style="list-style-type: none"> • Transition protocol between child and adult services in place including details of information sharing agreements. • Resettlement protocol in place including information sharing. • Evaluation of above protocols. • Performance against re-offending measure. • Evidence of good practice examples related to the transition. • Feedback from children and young people and their families. • Feedback from other stakeholders.
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Thematic Inspection: A Joint Inspection of Youth Crime Prevention (2010)

- *An acknowledgement is made here that prevention work now often sits outside of the YOT and as such may not be directly responsible for this work. However, where preventative work sits outside of the YOT how does the YOT contribute to this agenda in respect of their knowledge and skill base particularly in balancing safeguarding and considerations with regard the risk to others?*
- *A further acknowledgement is that many areas have ceased use of ONSET in the time frame since this inspection report was published.*

Recommendation
<p><i>Each Local Authority and its partners should ensure that:</i></p> <ul style="list-style-type: none"> • the generic Common Assessment Framework, specialist assessments for children likely to offend and the subsequent pathways to intervention are non-bureaucratic and used consistently and effectively to identify potential harm and need • all staff in child-centred roles understand and recognise crime ‘risk’ and ‘protective’ factors and related child protection issues and are able to complete a Common Assessment Framework or arrange for it to be done. • aggregated information from Onset assessments is used corporately to inform planning, delivery and commissioning of services • The impact of local youth crime prevention work is appropriately evaluated and practice adjusted accordingly.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Can all staff in child centred roles recognise crime ‘risk’ and ‘protective’ factors? • Is there a common understanding of risk? • What is the YOT’s role in sharing their knowledge and expertise in the field of youth justice and prevention? • Are there clear, well defined pathways to intervention utilising the Common Assessment Framework (CAF) and/or ONSET where this remains in use, or locally agreed assessment tools? 	<p>Suggested Sources of Information:</p> <ul style="list-style-type: none"> • The local agreed youth crime prevention strategy or its equivalent • Examples of the strategy embedded within the practice of local partner agencies including family intervention and youth services • Available training for all child centred staff to identify crime ‘risk’ and ‘protective’ factors. • Audits of the children and young people referred to and worked with by preventative services. Examples of these audits influencing the

<ul style="list-style-type: none"> • Is there a clear overview of all services providing preventative services and how these sit beside one another? • Can all staff in child centred roles including social workers, health care practitioners, teachers demonstrate the effective use of these pathways? • How well is demographic data gathered in order to better inform planning, delivery and commissioning of work? • How do we know that we are working with the right children and young people? • How does preventative work fit with Troubled Families? • Have the right families been identified for Troubled Families? • How well is the impact of preventative work evaluated? • How do we know what is effective in preventing children and young people from entering the youth justice system? • How does evaluation in turn influence future delivery? 	<p>location, targeting, design and implementation of preventative services.</p> <ul style="list-style-type: none"> • Examples of prevention services planned, aligned, commissioned and delivered in a multi-agency way including Troubled Families. • Evaluation of preventative services which in turn influences planning and future service delivery. • Evidence of engagement with national improvement work and evaluation. • Performance against FTE measure.
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Recommendation

All prevention managers and key workers should ensure that:

- all children subject to crime prevention interventions have a current Onset intervention plan which is appropriately detailed, is time bound, reflects the child’s assessment, is reviewed regularly, has clear outcome measures³

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none">• Do all children and young people subject to preventative interventions have a current appropriate intervention plan which is:<ol style="list-style-type: none">1. appropriately detailed2. time bound3. reflects child’s assessment4. reviewed regularly5. has clear outcomes	<ul style="list-style-type: none">• QA framework including intervention plans.• Audit of intervention plans identifying strengths and areas for improvement.• Improvement plans in place including strategies for staff development, QA and management oversight.• Evidence of mechanisms in place to enable regular reviews of intervention plans including contribution by children, young people and their families.• Feedback from children and young people and their families.• Feedback from other stakeholders.• Evidence that intervention plan is integrated with other planning processes.

³ An acknowledgement is made here that many localities no longer utilise ONSET and that rather the above should now read “have a current appropriate intervention plan”.

A number of additional recommendations for specific partner services locally arise from this joint inspection into preventative services. These are as follows:

Probation Trusts should ensure that:

- their compliance with the Children Act 2004 can be demonstrated through referrals and support to youth crime prevention services, where this is warranted for the children of those adults they supervise.

Healthcare providers and staff working with children should ensure that:

- they are able to identify indicators of possible future offending, make appropriate referrals, and contribute to assessments, intervention plans and reviews of children who are likely to offend.

Thematic: Not making Enough Difference: A Joint Inspection of Youth Offending Court Work and Reports (2011)

Recommendation
<p>Youth Offending Team Management Boards should ensure that:</p> <ol style="list-style-type: none"> 1. All YOTs produce, implement and monitor a locally agreed joint strategy for Court work and the production of quality reports for the court. This should incorporate, where applicable, plans to achieve the improvements outlined in this report. In particular: <ol style="list-style-type: none"> a. to reduce the length of time young people are held in court cells, b. to improve services to out of area defendants, Saturday courts and the Crown Court, c. to improve facilities in courts so that YOTs, as a minimum, have access to a suitable interview room, information communication technology systems and telephone, d. the provision of specialist training in court skills, report writing and relevant legislation, and e. to reduce the number of young people remanded and sentenced to secure accommodation except where there are public protection concerns.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Is a locally agreed strategy in place covering all aspects of Court work including the preparation of reports to the Court? • Does the strategy benchmark against the HMIP Court Work thematic and where necessary include an action plan to ensure necessary improvements to the service? • Does the strategy include: <ol style="list-style-type: none"> 1. steps to reduce the length of time young people are held in Court cells? 2. improvements to service to out of area defendants, Saturday Court and Crown Court cover? 3. steps to ensure that YOT has adequate facilities at Court to include an interview room, adequate IT systems and a 	<p>Suggested Source of Information:</p> <ul style="list-style-type: none"> • Court Work protocol in place governing YOT practice. • Court Service Level Agreement in place including reference to learning from Court Work thematic inspection report and areas of work noted above including diversion from the Criminal Justice System. • YOT representation at local Court User Group or similar. • Clear processes in place to monitor the length of time young people are held in Court cells and clear steps to

<p>telephone?</p> <ol style="list-style-type: none"> 4. the provision of specialist Court skills training, also training with regard the preparation of Court reports and relevant legislation? 5. steps to reduce the number of children and young people remanded into Youth Detention Accommodation and sentenced to a custodial sentence? <ul style="list-style-type: none"> • Are the plans included in the strategy realised in practice? 	<p>escalate any issues arising.</p> <ul style="list-style-type: none"> • Aggregate data regarding length of time young people are held in Court cells. • Clear processes in place to oversee and monitor service delivered to out of area defendants appearing in Court and liaison with home YOTs. • Saturday and exceptional Court cover arrangements in place and evaluated to be working well. • Adequate arrangements to ensure Crown Court cover. • Available facilities at Court to enable confidential liaison with children, young people and their families etc in person and via telephone. • IT facilities available to enable submission of documents to the YJB via Connectivity. • Evidence of training and resulting outcomes e.g. from staff training plans, appraisals, supervision records. • Feedback from Magistrates and Judiciary with regard the quality of Court reports and overall service delivered by the YOT. • Direct observation and QA of Court staff practice. • Completion and analysis of YJB remand bed night toolkit and/or similar means of analysing secure cohort. • Custody panels, Pre Sentence Youth Offender Panels in operation. • QA of all Court reports. • Joint training with Magistrates. • Performance reports to Management Board detailing remand data in addition to custodial sentences. • Strategy with Children's Social Care. • Remand fostering in place along with other robust alternatives to custody.
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	<ul style="list-style-type: none">• Use of Sentencing data toolkit (Making it Count in Court) particularly in relation to LAC, BME or other vulnerable groups.
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A number of additional recommendations for specific partner services locally arise from this joint inspection into preventative services. These are as follows:

Local Safeguarding Children Boards should ensure that:

- Their work incorporates consideration of young people in the court setting and relevant personnel in the court agencies.

Thematic: To Get the Best results: A Joint Inspection of Offending Behaviour, Health, ETE Interventions in Youth Offending Team in England and Wales (2011)

Recommendation
<p><i>Youth Offending Team Management Boards should ensure that:</i></p> <ul style="list-style-type: none"> • their YOT analyses how much of each intervention is needed locally, and delivers those interventions • capacity planning and implementation arrangements support interventions delivery • they specify the outcome measures used to quantify progress made through their offending behaviour, health and education, training & employment interventions • Interventions are evaluated, and the results are used to inform improvements in service developments.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Do we know what interventions are needed locally and the extent of this need? • Does the YOT have the capacity and skill base to deliver these interventions? • Are there good links between the YOT and the relevant partner agencies including clear referral pathways? • How does the YOT Management Board (or equivalent) ensure oversight of the above and provide appropriate direction? • How do existing capacity planning and implementation arrangements support intervention delivery? • Do each of the partners contribute proportionately to the overall YOT budget? • Do we have the right local measures in place with regard offending behaviour, health and ETE to understand the needs of the YOT cohort and impact of services delivered by the YOT? • Does the YOT report against these at the desired intervals? • Is the data analysed and 	<p>Suggested sources of Information:</p> <ul style="list-style-type: none"> • Consistent specialist assessment of children and young people in the YOT cohort. • Clear referral pathways to specialist services. • Aggregated case level data drawn from individual assessments of YOT cohort. • Feedback from children and young people and their families. • Youth Justice Plan. • Overview of interventions available within the YOT. • Staff training plan, appraisals, supervision records. • Performance reports submitted to Management Board. • Written agreements, SLAs and/or formal protocols across the YOT Partnership and with stakeholders reviewed regularly. • Specific reports commissioned by the Management Board with regard key areas of work. • Minutes of YOT Management Board.

<p>understood and clear action plans in place to ensure performance improvement?</p> <ul style="list-style-type: none">• Are interventions evaluated appropriately?• Is the development of services subsequently informed by this evaluation?	<ul style="list-style-type: none">• YOT budget information.• Examples of joint commissioning.• Information Sharing protocols.• Joint or interlinked strategies which demonstrate effective partnership working• Health and wellbeing needs assessment is undertaken which feeds into the local JSNA/ commissioning process to ensure informed, needs led decisions on services to be commissioned
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Recommendation

Youth Offending Team Managers, provider trusts, health managers and Local Authorities should ensure that:

- YOT staff have relevant training and support to enable them to deliver interventions in the ways in which they were intended
- Intervention planning, where appropriate, integrates offending behaviour, health and education, training & employment issues.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Do YOT staff have the necessary relevant training to ensure they possess the skills to undertake their role? • Do YOT staff have the necessary support to enable them to deliver interventions in the required manner? • Do intervention plans integrate where relevant, work to address <ol style="list-style-type: none"> 1. offending behaviour 2. health 3. ETE 	<p>Suggested Sources of Information:</p> <ul style="list-style-type: none"> • Staff training plans, supervision records and appraisals. • Evidence of joint training with partner agencies. • Clear referral pathways to specialist services. • Good links between specialist staff and their parent agencies. • Informal consultation with specialist staff available to case managers. • Clinical supervision available for specialist staff. • Attendance by specialist staff at planning and review meetings for children and young people and evidence of their meaningful contribution. • Feedback from children and young people and their parents/carers. • Monitoring of intervention plans / evaluation of outcomes (through dip sampling?) • Staff survey perhaps?

Thematic: A Joint Inspection: ReActions- A Third review of Healthcare in the community for young people who offend (2011)

Recommendation
<p>In order to enable better health outcomes for young people who offend or who are likely to offend, YOTs, primary care trusts (or their future equivalent) and other relevant agencies or organisations involved with this group of young people should ensure that:</p> <ul style="list-style-type: none"> • The resourcing of health provision in YOTs is better planned, targeted and allocated. • Improvements to health provision in the YOT are based on high-quality health information that is gathered from different sources. • Each young person has an appropriate assessment of their physical health needs. • Health and offending behaviour intervention plans are well integrated. • There is a greater use of family-based work and home visits by health workers. • Health practitioners and YOT case managers share relevant information in relation to both custody and community settings. • YOT case managers' and health practitioners' joint outcome measures include the impact of health contributions on offending behaviour.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Does health provision for YOT result from sound planning processes? • Is health provision well targeted to meet the assessed needs of the children and young people with whom the YOT works? • Is health provision allocated appropriately? • Are service developments guided by high quality health information? Is this gathered from a range of different sources? • Does each child or young person have an appropriate assessment of their physical needs? • Are health plans readily integrated into intervention plans for children and young people? 	<ul style="list-style-type: none"> • YOT undertake a Health and Well-being Needs Assessment which then contributes to the JNSA. • Joint Health and Wellbeing Strategy. • PCC commissioned health related prevention work • Mapping processes in place to ensure a match between available services with assessed need. • Regular reviews of required services linked to aggregated data arising from individual assessments of children and young people. • Dedicated specialist staff within the YOT or alternatively clear referral pathways to nominated staff within health covering both physical health and emotional/mental health needs.

<ul style="list-style-type: none"> • Do health workers undertake home visits to children and young people? • Do health workers engage in meaningful family work? • Is information shared effectively between health professionals and case managers between custodial and community settings? • Is the impact of health contributions on offending behaviour measured? • Is this data aggregated and used strategically to evaluate and plan service delivery? 	<ul style="list-style-type: none"> • Proven mechanisms in place to ensure that every child or young person has a physical health assessment or is known to be registered with a GP. • QA and Management oversight of the above. • Aggregate data is used to inform planning, targeting and allocation of resources. • .YOT can demonstrate use of internal (e.g. Asset)_and external (e.g. ChiMat) data sources to inform service delivery. • Evidence via case records and supervision that health workers undertake home visits/family work. • Examples of good health outcomes for children and young people and their families. • Information sharing protocol in place between health and YOT including the secure estate reviewed regularly. • Above protocols clearly implemented and impacts on day to day work. • Escalation process in place to ensure resolution of any difficulties. • Evidence of a reduction in ASSET scores relating to health related issues? • Management Board minutes. • Outcomes framework utilised by Youth Offending Partnership.
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Thematic: Who's Looking Out for the Children? A Joint Inspection of Appropriate Adult Provision and Children in detention after Charge

Recommendation
<ul style="list-style-type: none"> The YOT/Appropriate Adult Provider will ensure AA call-out arrangements are designed such that children and young people are detained in police cells for the minimum amount of time possible.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> Do AA call out arrangements ensure that children and young people are detained in police cells for the minimum amount of time? Is there an effective SLA in place to facilitate this? Are there mechanisms in place to monitor time taken from point of notification of the need for an AA to point of their arrival? Is this information used in respect of driving or negotiating service development? Can improvements be seen year on year in respect of the amount of time children and young people spend detained in police cells? 	<p>Suggested Sources of Information:</p> <ul style="list-style-type: none"> SLAs and/or protocol between YOT and Police and any third party service provider. Aggregate data regarding time children and young people spend detained. Any relevant reports to the Management Board. Feedback from children and young people. Feedback from Police.

Recommendation
<ul style="list-style-type: none"> The YOT/Appropriate Adult Provider will ensure information flows, in both directions, between the YOT and AAs are effective and focus on the needs of the individual child or young person.

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Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Does the SLA include information sharing arrangements? • Is key information pertaining to all AA requests gathered from AAs and collated centrally? • Is this information utilised in driving service development? • Do AAs have appropriate supervision? • Is there adequate oversight of the services provided by AAs? • Is there good quality training in place for AAs? • Are all AAs clear of their role and responsibilities in undertaking this task? • Is there a forum through which the AA role and it's effectiveness can be reviewed on a regular basis and any learning taken into consideration? 	<p>Suggested sources of information:</p> <ul style="list-style-type: none"> • SLA or protocol. • Aggregate data pertaining to AA request. • Examples of how this data is used in developing practice. • Feedback from children and young people. • Feedback from Police and legal professionals, • Available training packages. • Training profile of individuals undertaking AA role. • Supervision records and appraisals. • Minutes from any relevant meetings between YOT/Police evidencing oversight of AA process and problem solving..

Additional recommendations for individual local services.

- The **Police** will make better use of available physical resources (for example private or separate booking in facilities) within the custody environment to encourage children and young people to disclose their individual vulnerabilities and needs.
- The **Police** will effectively address the safeguarding needs of children by:
 1. Ensuring healthcare professionals undertake a full assessment of the vulnerability of children and young people (including physical and mental health, substance misuse and other vulnerabilities).
 2. Ensuring that the police assess, accurately record, communicate and take appropriate action so that these needs are addressed.
- The **Police** will ensure that all information relating to the detention of children and young people is accurately recorded and shared with relevant partners in a timely fashion.

- The **Police** will provide age-appropriate documents, adjust interview techniques to improve the gathering and giving of evidence by detained children and young people, and improve the communication of safeguarding issues identified in interviews or at any other time during police detention.
- The **YOT/Appropriate Adult Provider** will provide a quality service to children and young people in police detention including:
 1. Ensuring Appropriate Adults have sufficient knowledge of the background of the child or young person to understand their needs and promote their interests.
 2. Ensuring Appropriate Adults are able to identify safeguarding and welfare issues and effectively communicate these needs to police and relevant agencies so that appropriate action can be taken.
 3. Ensuring Appropriate Adults are independent, focussed on the needs of the child or young person rather than the process, and actively support them through the custody journey.
- The **Police** will work with others to improve decision making in order to minimise the time children and young people are detained in police cells after charge.

The **LSCB** will monitor the above recommendations (which are directed to their board partners) to ensure that children and young people are treated as individuals and their needs are recognised and addressed to enable them to understand and participate in the arrest-to-charge process.

Thematic: Facing Up to Offending: Use of Restorative Justice in the Criminal Justice System (2011)

Recommendation
<p>In order to promote victim engagement effectively in youth offender panels, youth offending teams should ensure that:</p> <ol style="list-style-type: none"> 1. Timeliness, particularly of the initial contact, meets the needs of the victim; 2. Communications with victims clearly focuses on the potential benefits to them; and 3. Victims are therefore able to make a fully informed decision.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Are all victims contacted in a 	Suggested sources of information:

<p>timely manner in order to facilitate their engagement in restorative processes.</p> <ul style="list-style-type: none"> • Is victim contact <i>meaningful</i> and victim focused with the aim of communicating the benefit of engagement for them? • Are youth offender panels convened in order to maximise the probability of victim involvement? E.g. neutral convenient venue and time and appropriate offer of support. • Are victims fully prepared for youth offender panels and offered de-briefing subsequently? • Are all victims offered sufficient information and support to make a fully informed decision regarding engagement with restorative processes? 	<ul style="list-style-type: none"> • Victim contact protocol including diversity. • Analysis of aggregate data relating to victim contact and action plan to improve contact arrangements and take up rates. • Feedback from victims. • Feedback from youth offender panels. • Relevant training for key staff. • Cross cutting Restorative Justice policies
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<p>Recommendation</p>
<p>Youth offending teams and the Youth Justice Board should ensure that the involvement of victims and active consideration of restorative opportunities is maximised in relevant sentences across the whole range of YOT interventions.</p>

<p>Lines of Enquiry</p>	<p>How Do We Know</p>
<ul style="list-style-type: none"> • Is restorative justice fully integrated into all sentencing options available to the Court locally and out of court disposals? • Do all staff understand and demonstrate a commitment to restorative justice? 	<p>Suggested sources of information:</p> <ul style="list-style-type: none"> • Training profile of staff. • Intervention plans and case records. • Supervision records and staff appraisals. • Restorative Justice policy

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Thematic: Transitions: An Inspection of the Transition Arrangements from Youth to Adult Services in the Criminal Justice System (2012)

Recommendation
<p>Youth Offending Team Management Boards, Probation Trusts and custodial establishments, in conjunction with education, training and employment, health and other providers of interventions, should ensure that:</p> <ul style="list-style-type: none"> • the effectiveness of local arrangements for the transfer of young people from youth-based to adult-based services, and retention of young adults in youth-based services, is monitored and kept under review • sentence plans in Youth Offending Teams and the young person's secure estate take account of future transfer to adult services where appropriate, and plans in Probation Trusts and the adult custodial estate take account of information from youth-based services, to ensure that outstanding interventions are implemented • decisions to transfer young people to adult services or to retain young adults in youth-based services are recorded in the case record and take into account the views of young people and what work needs to be undertaken to meet the aims of the sentence, to address likelihood of reoffending and <i>Risk of Harm to others</i>, and to manage vulnerability • young people are thoroughly prepared for transfer to adult services • notifications of transfer, and all essential advance information, are sent to Probation Trusts and adult establishments in sufficient time to ensure continuity of delivery of interventions • all intervention providers (including health and education, training and employment providers) are informed of transfers to Probation Trusts and adult establishments in advance and involved appropriately in case transfer meetings to ensure continuity of delivery • parents/carers are involved, where appropriate, in discussions about transfer and in case transfer meetings where it is likely to aid the young person's progress and engagement • staff in youth-based and adult-based services receive sufficient information and training about the work of each other's services to enable them to prepare young people for transfer to adult services and to work effectively with transferred cases.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Do local services adhere to the Youth to Adult Transitions Framework and NOMS Custody 	Suggested sources of information:

<p>Protocol (published 2012)?</p> <ul style="list-style-type: none"> • Are local arrangements effective in transferring young people from youth based services to adult services? • Is transfer monitored and evaluated to direct service development? • Do local arrangements take diversity issues into account? • Do the YOT and Probation jointly lead the transition process and make joint decisions on whether to transfer or not? • Do transition arrangements include young people who have arrived directly into the adult system but were previously known to the YOT? • Do intervention plans and sentence plans in the secure estate take account of future transfer arrangements? • In turn, do adult services take into account information from youth based services to ensure that outstanding interventions are implemented? • Are young people integral to the decision to transfer or not and the effective management of risk of harm to others, likelihood of re-offending and vulnerability? • Do services, where possible, focus on the needs of the individual, and demonstrate flexibility in services, so that the focus/ trigger for a change in services is not the 18th birthday? • Are all decisions regarding transfer defensible and clearly recorded? • Are all young people and their families thoroughly consulted and prepared for transfer to adult services? (see Youth to Adult Transition Framework and NOMS Custody Protocol p13 onwards) • Are processes in place to enable the transfer of all essential information to Probation and adult establishments at the earliest opportunity to ensure continuity of interventions? • Are processes in place to enable 	<ul style="list-style-type: none"> • Local transition protocol between YOT and Probation. • Regular review of the local transition protocol to include lessons learnt. Also evaluating their protocol to demonstrate outcomes linked to reoffending, breach rates, and any positive measures. • Use of Y2A portal for transfer of information or other agreed mechanism. • Joint training between YOT and Probation. • Shadowing opportunities between YOT and Probation. • Joint strategic meetings between senior managers at YOT and Probation • YOT and Probation acting as advisors for each other. • Induction package. • Diversity assessments. • Intervention Plans and review documents. • Transfer meetings and attendance at these. • Feedback from young people and their families/carers. • Feedback from both youth and adult services. • Case records. • Staff supervision records. • Arrangements in place in respect of partner agencies e.g. health for transition between youth and adult services.
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<p>all providers to be informed of the transfer between YOT and Probation and ensure their active involvement in the process to ensure continuity of service and links with relevant adult service providers?</p> <ul style="list-style-type: none">• Are parents/carers involved appropriately in transfer decisions including attendance at transfer meetings where appropriate?• Do all YOT and Probation staff receive sufficient training and information regarding the work of each other's service to adequately prepare young people for transfer and beyond?	
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Thematic: Looked After Children: An Inspection of the Work of Youth Offending Teams with children and young people who are looked after and placed away from home

Recommendation
<p>Youth Offending Team Managers should ensure that:</p> <ul style="list-style-type: none"> • accurate information about children and young people who are looked after and placed outside their home area is sent promptly to the YOT in the new area; • assessments, intervention plans and reviews on children and young people take full account of the impact of being looked after; • the enforcement processes for court orders and post-custodial licences are sensitive to, and take account of, the circumstances of children and young people who are looked after; • action is taken, where appropriate, to increase the number of children and young people who are dealt with through restorative justice measures when they offend within the residential setting.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Are there effective mechanisms by which information in respect of LAC is shared between Children’s Social Care and both the home and host YOT. • Are the YOT aware of all LAC belonging to their local authority? • Are there agreed means for recording and updating LAC information by YOT, including those LAC who may not have offended? • Do assessments, intervention plans and reviews take into account the impact of LAC status upon a child or young person’s and their past experiences that resulted in LAC status? • Do ROSH and vulnerability assessments where relevant contribute to placement plans? 	<p>Suggested sources of information:</p> <ul style="list-style-type: none"> • Communication strategies for sharing information re LAC. • Examples of effective information sharing. • Evidence that details of all LAC routinely shared with YOT. • Staff training profile. • Diversity assessment includes LAC. • Assessment documents, intervention plans, review documents. • Case records including staff supervision notes. • Placement Plans and LAC reviews and other associated documents. • Feedback from LAC children. • Evidence that relevant key professionals are invited to and attend YOT planning meetings and reviews. • Attendance of YOT staff at care

<p>Assessments in relation to any other children and young people within the same placement also relevant here.</p> <ul style="list-style-type: none"> • Do all staff have a good understanding of the impact of LAC status on a child or young person? • Does enforcement activity take LAC status into account and be sensitive to related issues? • On a case level basis is there consistently good communication between the YOT, Children’s Social Care and the relevant children’s home, foster carer or other carer? • Is there a communication strategy between YOT, Children’s Social Care and service providers, both local authority and private with the clear purpose and intent of diverting LAC from the criminal justice system? • Do all local criminal justice agencies have a shared understanding of the impact of LAC status and agree appropriate means of responding to offending behaviour by this cohort? • Is there a strategic commitment to the principles of restorative justice by all key partners and diversion of LAC away from the criminal justice system? • Do local children’s homes employ restorative justice practice? • Do the YOT, Children’s Social Care and local children’s homes work collaboratively with the aim of diverting children and young people away from the criminal justice system? 	<p>planning meetings.</p> <ul style="list-style-type: none"> • Compliance and enforcement policies include consideration of LAC. • Evidence of appropriate training including joint training with social care staff and also staff from criminal justice agencies and Court staff. • Restorative justice policy. • Restorative justice training for staff working with LAC. • Analysis of aggregate data relating to use of restorative justice within LAC placements compared and also where prosecution is sought. • Management Board minutes including oversight of LAC. • Court User Group (or similar) minutes include a review of LAC cases and suitability for diversion together with actual outcome. • Multi agency LAC action plan. • Initiatives to improve relationships and behaviour management within children’s homes? • YOTs inclusion in the Local Authority’s planning processes e.g. Children’s plan, JSNA. • Joint training – police, YOT and children’s services to ensure that they understand each other’s role, thresholds etc, and to agree the needs of LAC in the CJS? • Evidence of the effective use of the Protocol for case responsibility.
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Additional recommendations for local partners are as follows:

Local authorities should ensure that:

- Independent Reviewing Officers ensure that all agencies work together to improve safeguarding outcomes for children and young people and share appropriate information, take account of each other’s assessments, align plans for their long-term future and develop contingency arrangements where necessary;
- they satisfy themselves that specialist therapeutic interventions provided by residential placements are of good quality and suitable for the needs of children and young people.

Local Children’s Safeguarding Boards should ensure that:

- data is collated, scrutinised and agencies held to account for improving safeguarding outcomes for children and young people who are looked after and placed outside their home area.

Thematic Inspection: Examining Multi-Agency Responses to Children and Young People who Sexually Offend (2013)

Recommendation
<p>All agencies should:</p> <ul style="list-style-type: none"> • from disclosure to the end of sentence, actively contribute to timely information sharing and assessments to both inform decision making and, where appropriate, deliver interventions so that further incidents of sexually harmful behaviour/offending can be prevented at the earliest possible stage.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Are there adequate and auditable information sharing protocols in place between all relevant agencies extending from disclosure to the end of any Court sentence? • Are the YOT, Children’s Social Care, Police, Health and other associated agencies clear as to their role and responsibilities in relation to sexually harmful behaviour? Is there a nominated staff member responsible for this in each service? • A nominated link from YOT to 	<ul style="list-style-type: none"> • Information sharing protocols. • Joint working protocols. • Staff training profiles. • Evidence of joint training undertaken with Children’s Social Care. • Evaluation of interventions to address sexually harmful behaviour e.g Aim2 used • Re-offending analysis. E.g. via case audits, jointly with police incorporating information from VISOR • YOT Management Board minutes.

<p>education providers for advice and guidance is required.</p> <ul style="list-style-type: none"> • Are there arrangements in place to enable consultation between agencies with regard the case of specific children and young people? • Are there assessment frameworks and a range of effective interventions available to enable work with children and young people who display sexually harmful behaviour? • Is there adequate support available to the families of young people who display harmful sexual behaviour? • Does the YOT have a process for measuring the effectiveness of interventions for young people with sexually harmful behaviour • Is there access to specific clinical supervision for practitioners undertaking assessments such as AIM2? • Does the LSCB have oversight of sexually harmful behaviour/offending? • Does the LSCB have a children who offend sub-group • Is the YOT management board aware of how issues of diversity impact on the identification, assessment and intervention young people with sexually harmful behaviour 	<ul style="list-style-type: none"> • LSCB minutes.
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Recommendation
<p>Youth Offending Team Management Boards should:</p> <ul style="list-style-type: none"> • seek assurance that timely specialist multi-disciplinary assessments of sexually harmful behaviour are undertaken and shared with relevant agencies, • ensure that appropriately targeted, evidence based interventions informed by a full assessment of needs of the child or young person are available, • ensure that Youth Offending Team case managers are familiar with the Multi-Agency Public Protection Arrangements guidance so that they understand the role of Multi-Agency Public Protection Arrangements, the requirements for Multi-Agency Public Protection Arrangements registration and the thresholds for referral into Level 2/3 for children and young people convicted of sexual offences, • ensure that YOT case managers take a lead role in working with police offender managers to improve communication links and to develop, with others, joint public

protection management plans for children and young people who have offended,
 • confirm that appropriate services to victims are offered at the earliest possible stage.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Does the Management Board have oversight of the assessment of children and young people displaying sexually harmful behaviour and subsequent work to address this? • Does the Management Board ensure that adequate resource is available to ensure that both assessment and available interventions meet need? • Does the Management Board have oversight of the YOT's participation in MAPPA? • Are there adequate information sharing protocols and service level agreements in place between the YOT and the police with regard sexual offending? • Do these protocols and agreements translate into every day practice? • Are victims offered appropriate services at the earliest possible stage? • Does the YOT comply with the Victim Code of Conduct? • Does the YOT ensure statutory victim contact where relevant? • Does the YOT have access to the work carried out centrally, to improve effectiveness identification, treatment and intervention with young people who sexually offend • Does the YOT management board have knowledge of all organisations in their area delivering interventions to tackle sexually harmful behaviour 	<ul style="list-style-type: none"> • Management Board agenda and minutes. • Reports commissioned by the Management Board with regard the degree and nature of sexually harmful behaviour and work underway to address this. • Appropriate Health, Police and Social Care representation on the Management Board. • Analysis of sexually harmful behaviour and the impact of work to address this in respect of re-offending or repetition of sexually harmful behaviours. • YOT Manager active member of MAPPP. • Training Needs Assessment of YOT staff with regard MAPPA. • Available data to demonstrate that all qualifying children and young people referred to MAPPA. • Available data with regard services offered to and made available to victims. • Local problem profile identifying specific drivers (e.g gang problem)

Recommendation
<p>Health representatives on Youth Offending Team Management Boards should:</p> <ul style="list-style-type: none"> • ensure that comprehensive health assessments including cognitive assessments are completed consistently on these cases so that relevant information is shared, needs are met and the delivery of effective interventions is coordinated and evaluated.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Does health representative on Management Board provide clear direction to YOT partnership in relation to changes to health landscape and necessity to engage with the Joint Strategic Needs Assessment? • Has the YOT actively contributed to the Joint Strategic Needs Assessment? • Has this translated into services delivered on the ground with specific reference to cognitive assessments? 	<ul style="list-style-type: none"> • Health representative's attendance at Management Board. • Management Board minutes and briefings. • Content of Joint Strategic Needs Assessment. • Available data with regard health assessments and interventions delivered. • Re-offending analysis.

Additional recommendations for local partners are as follows:

Local Safeguarding Children Boards should:

- promote effective joint work with children and young people who display, or are likely to develop, sexually harmful behaviour by:
 - ensuring that in the Early Help Strategy the needs of children and young people who display, or are likely to develop, sexually harmful behaviour are identified and recognised, and that they are provided with help and intervention at the earliest possible opportunity,
 - monitoring the effectiveness of the multi-agency response to such children and young people in their area, particularly including the identification of such cases, joint assessments and the interventions to them and their families and, where appropriate, their victims,
 - developing and implementing strategies to address apparent deficits,

- establishing open channels of communication with the local Multi-Agency Public Protection Arrangements Chair and coordinator in cases where there is a shared interest.

Police services should:

- ensure the effective use of police officers to support the full range of Youth Offending Team responsibilities including routine information sharing, risk assessment and management,
- ensure police offender managers work closely with Youth Offending Team case managers to improve communication links and to develop, with others, joint public protection management plans for children and young people who have offended and, where key actions are identified, these are assigned to the appropriate agency.

Thematic: Victim Contact: An inspection of the victim contact arrangements in Probation Trusts (published November 2013)

Recommendation
<p>Youth Offending Team Managers should work to improve the safety of victims and keep them fully informed by:</p> <ul style="list-style-type: none"> ensuring that their teams fully comply with the requirements for statutory victim contact work as set out in National Standards and the Code of Practice for Victims of Crime.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> Are Case managers and supervisors aware of the requirements for statutory victim contact? Does the YOT have a mechanism for identifying statutory victim contact cases? Is there a written protocol or working agreement in place with the National Probation Service as to the appropriate referral path for Statutory Victim Contact? Are all referrals for statutory victim contact made in a timely fashion via the agreed referral path? Are there review processes in place between YOT and Probation to ensure cases are not missed and processes are working? Are escalation routes in place? Is there a mechanism in place to monitor the referrals over any given period of time? Is there a method to identify repeat victims? Has thought been given to young people as victims and extra support they may need? 	<p>Suggested sources of information:</p> <ul style="list-style-type: none"> Statutory Victim Contact Protocol with the National Probation Service. Compliance with National Standards Compliance with Victim Code Record of referrals for statutory victim contact Availability of relevant data with regard statutory victim contact. Relevant Case Audits Self reporting by Case Managers Victim satisfaction surveys. Observation

<ul style="list-style-type: none">• Are there processes in place to ensure the relevant knowledge is retained within the team e.g. information in induction; periodic training slots at team meetings involving Probation.• How does the YOT and VLU know that victims are satisfied with the service? What thought has been given to capturing and acting on user feedback?• Have victim wishes been incorporated into key decisions where relevant? Are victims aware the service is voluntary and of their option to opt out?• Are victims protected? Considered in planning and review?• Is there ongoing contact with those victims who want it, and Is the victim liaison unit updated at key intervals (licence, ROTL etc)? Has this then been relayed to the victim?• Is there literature available for victim contact services, and is it user friendly?• Are victims records stored separately from offender?	
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Thematic: An Inspection of the work of Probation Trusts and Youth Offending Teams to protect children and young people (published August 2014)

Recommendation
<p>Youth Offending Team managers should:</p> <ul style="list-style-type: none"> • ensure staff work together with other relevant agencies to assess, plan and intervene to protect children and young people • involve parents/carers where appropriate in the protection of children and young people • ensure that police intelligence is used effectively in joint work to protect children and young people • demonstrate an improvement in safeguarding outcomes for children and young people who have offended through their contribution to the work of the Local Safeguarding Children Board.

Lines of Enquiry	How Do We Know
<ul style="list-style-type: none"> • Are there good links between the YOT, Children’s Social Care and other relevant partners at both a strategic and an operational level? • Is there a good understanding by staff of the roles and responsibilities of each service and thresholds for service provision? • Is there a SLA / Joint Working Protocol between services? • Are there adequate governance and escalation processes in place? • Does YOT have access to Children’s Social Care CMS? • Do YOT staff attend Children’s Service led meetings including Child Protection Panels and similarly is there good attendance by Children’s Social Care at relevant YOT led meetings including intervention and/or vulnerability planning 	<p>Suggested sources of information:</p> <ul style="list-style-type: none"> • Joint working protocols between YOT, Children’s Services and other relevant partners including process for escalation. • Identification and subsequent referrals to Children’s Social Care by YOT. • Minutes from meetings between YOT and Children’s Social Care at both a operational and strategic level • Case records including Vulnerability Plans and Intervention Plans. • Case audits. • Critical Learning Reviews and Extended Learning Reviews. • Feedback from Parents/Carers/young people. • Self reporting by Case Managers. • Minutes and attendance at LSCB. • Reports provided by YOT to LSCB and responses. • Minutes from Troubled Families

<p>meetings. How far does this practice lead to joint assessments and co-ordinated planning of interventions to support the child?</p> <ul style="list-style-type: none"> • Is the YOT actively engaged with Team Around the Child / Family process? • Are parents actively engaged and facilitated to actively contribute to assessment, planning and intervention of and with children and young people? • Are parents kept informed of progress and/or concerns relating to their child or young person? • Are there mechanisms to feed police intelligence back to YOT case managers? Is there an information sharing agreement in place if necessary? • What is the contribution of the LSCB in protecting children and young people either at risk of offending or who have offended? • Do the LSCB actively monitor safeguarding issues pertaining to children or young people with whom the YOT work? • Are there reporting mechanisms in place between the YOT and LSCB? • Is the YOT directly represented on the LSCB? 	<p>processes</p>
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Thematic: Girls in the Criminal Justice System (published December 2014)

Recommendations

The Chairs of the Youth Offending Team Management Boards should ensure that:

- work is undertaken to understand and identify needs which are specific to girls and that appropriate services are commissioned to meet those needs
- the effectiveness of interventions for girls is evaluated in order to support the development and continuous improvement of practice
- they regularly review data by gender to understand the trends of offending by girls, and then use that data to develop the shape and content of future provision
- there is effective liaison and cooperation between Youth Offending Teams and other agencies working to safeguard girls at risk of sexual exploitation and that the effectiveness of this cooperation is regularly monitored and evaluated: including any out of area placements for girls
- staff working with girls are suitably skilled and trained to assess and meet the specific needs of girls effectively.

Youth Offending Team Managers should ensure that:

- assessments of likelihood of reoffending and risk of harm take into account the impact of gender
- appropriate interventions are offered to meet the needs of girls
- assessments of vulnerability take the impact of gender into account and for all girls consider the possibility of child sexual exploitation
- health practitioners are sufficiently involved with the work carried out, in particular, in relation to assessment, interventions and information sharing

exit strategies are developed to ensure that girls have access to appropriate ongoing support when their involvement with Youth Offending Teams ends.

No specific benchmarking tool has been prepared following the publication of this inspection due to the prior publication of the Working with Girls who Offend- YOT health check. Link to this document is below.

<http://www.justice.gov.uk/downloads/youth-justice/YOT-healthcheck-girls.doc>