



Her Majesty's  
Inspectorate of  
Probation

An inspection of youth offending services in

# Leeds

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HM Inspectorate of Probation

NOVEMBER 2019

This inspection was led by HM Inspector Mike Lane, supported by a team of inspectors, as well as staff from our operations and research teams. The Head of Youth Offending Team Inspections, responsible for this inspection programme, is Alan MacDonald. We would like to thank all those who helped plan and took part in the inspection; without their help and cooperation, the inspection would not have been possible.

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

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## Foreword

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This inspection is part of our four-year programme of youth offending service inspections. We have inspected and rated Leeds Youth Justice Service (YJS) across three broad areas: the arrangements for organisational delivery of the service, the quality of work done with children and young people sentenced by the courts, and the quality of out-of-court disposal work. Overall, Leeds YJS was rated as 'Requires Improvement'.

Leeds YJS has many of the elements in place necessary to deliver an effective service to children and young people who have offended. The council has a strong commitment to its children and young people, and there is a skilled, stable, creative and committed workforce, who have high aspirations for the children they work with. There is a clear understanding of the desistance needs of children and young people. Workloads are manageable and services and interventions throughout the YJS are responsive, innovative and well-delivered. The Head of the service is a strong advocate for the YJS and is well respected across the partnership.

Unfortunately, in spite of these positive features, we were not able to give Leeds an overall rating of 'Good'. There are several reasons for this. Although statutory and non-statutory partners are represented on the YJS Management Board, their attendance is sporadic. While Board members recognise the contribution their own agency makes, there is insufficient evidence of them being held to account in Board meetings. The YJS Board also relies too much on national key performance indicators to assess the effectiveness of practice. In court disposal work, the level of risk of harm to others is underestimated in over one-third of assessments. Planning and reviewing to address both safety and wellbeing and the risk of harm to others need to improve. Management oversight was sufficient in only just over half of the cases we looked at.

In out-of-court disposals, there are good processes and tools in place for sharing information and making joint decisions, and children and young people can access the same wide range of services as those on court orders. However, assessments and plans are inadequate, specifically in relation to safety and wellbeing and risk of harm to others. Assessments to manage risk of harm to others were done well enough in only just under a third of cases. Across both court disposal and out-of-court disposal work, there are shortcomings in management oversight and quality assurance, which do not have sufficient impact on the quality of practice.

The issues identified in this report are capable of being addressed quickly, so that progress can be made. In this report, we make a number of recommendations that will enable Leeds YJS to make important improvements in its service for children and young people who have offended.



**Justin Russell**  
Chief Inspector of Probation

## Overall findings

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Overall, Leeds YJS is rated as: **Requires Improvement**. This rating has been determined by inspecting the youth offending service in three domains of its work. The findings in those domains are described below.



### Organisational delivery

We interviewed 29 case managers, the YJS service manager and Chair of the Management Board and held focus groups with other members of the Board and other key stakeholders. Based on this evidence, our key findings about organisational delivery are as follows:

- there is a strategic vision of Leeds as a 'child-friendly' city, clearly stated values and a commitment to restorative practice
- provision of staffing from partners is good, with seconded police officers, probation officers and health professionals
- the staff group is stable and workers are very skilled and creative in engaging young people. Workloads are manageable
- services and interventions throughout the YJS are of high quality and are responsive, innovative and delivered well
- there is a clear understanding of the desistance needs of children and young people in Leeds.

But:

- although statutory and non-statutory partners are represented on the YJS Management Board, their attendance is sporadic
- while Board members recognise the contribution their own agency makes, there is insufficient evidence of them being held to account in Board meetings
- at Board level, there is too much reliance on national key performance indicators to assess the effectiveness of YJS practice
- inspectors found that not all cases are allocated to staff who are appropriately qualified or experienced
- operational managers do not have sufficient impact on the quality of practice, particularly assessment, planning and review
- there is mixed evidence of performance and quality systems driving improvement.



## Court disposals

We took a detailed look at 42 cases managed by the YJS, 60 per cent of which had received a court disposal six to nine months before we visited. Based on an analysis of these case files and interviews with the relevant case managers, our key findings about court disposals are as follows:

- assessment and planning to address desistance factors are done well
- YJS staff develop very good relationships with children and young people, which supports effective engagement
- a wide range of resources and specialist staff allow the YJS to deliver suitable and innovative interventions
- there is a high level of engagement with parents and carers and their views are considered.

But:

- the level of risk of harm to others is underestimated in over one-third of assessments
- planning to address both safety and wellbeing and the risk of harm to others is weak
- reviewing of safety and wellbeing and risk of harm to others needs to improve
- managers' oversight of case managers' planning and reviewing practice needs to be more rigorous. It was sufficient in only just over a half of cases
- barriers to service delivery, such as difficulties with the child or young person attending education, training or employment (ETE) provision or being referred to social care, should be routinely escalated to management and acted on. (Just over 50 per cent of school-age and post-16 cases open to the YJS are not receiving their statutory entitlement to education, training or employment.)



## Out-of-court disposals

We reviewed 28 cases managed by the YJS that had received an out-of-court disposal at least three to five months before we visited. Based on an analysis of these case files and interviews with the relevant case managers and, where necessary, others significantly involved in the case, our key findings about out-of-court disposals are as follows:

- there are good processes and tools in place for sharing information and making joint decisions
- children and young people can access the same wide range of services as children on court orders
- out-of-court disposal work concentrates on diverting children and young people away from offending

- work to encourage the child or young person's desistance focuses clearly on engagement and a strengths-based approach.

But:

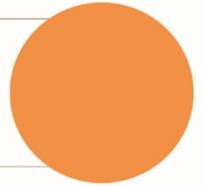
- assessments and plans are inadequate, specifically in relation to safety and wellbeing and risk of harm to others
- there are shortcomings in management oversight and quality assurance, which do not have sufficient impact on the quality of practice
- the YJS should ensure that other agencies involved with children and young people (particularly social care) attend the panel more consistently.

Service: Leeds Youth Justice Service

Fieldwork started: June 2019

Overall rating

Requires improvement



### 1. Organisational delivery

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

### 2. Court disposals

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

### 3. Out-of-court disposals

3.1	Assessment	Inadequate	
3.2	Planning	Inadequate	
3.3	Implementation and delivery	Requires improvement	
3.4	Reviewing	Outstanding	

## Recommendations

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

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

1. improve the quality of assessment and planning in out-of-court disposal work
2. ensure that management oversight and quality assurance of practice is more rigorous and effective
3. for court disposal work, assessment of risk of harm to others needs to be more analytical and draw key information together
4. make sure that planning and reviewing to address both safety and wellbeing and the risk of harm to others improve
5. address and act on barriers to delivering services, such as problems with the child or young person attending ETE provision or being referred to social care, by escalating these to management
6. drive improvement through better operational and strategic use of performance and quality systems.

### **The Youth Justice Management Board should:**

7. ensure that robust quality assurance systems are in place to enable the Board to have a clear overview of practice
8. prioritise attendance and ensure each partner agency is held to account within and between YJS Board meetings.

## Introduction

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Youth Offending Teams (YOTs) supervise 10–18-year-olds who have been sentenced by a court, or who have come to the attention of the police because of their offending behaviour but have not been charged – instead, they were dealt with out of court. HMI Probation inspects both these aspects of youth offending services.

YOTs are statutory partnerships, and they are multi-disciplinary, to deal with the needs of the whole child. They are required to have staff from local authority social care and education services, the police, the National Probation Service and local health services.<sup>1</sup> Most YOTs are based within local authorities; however, this can vary.

YOT work is governed and shaped by a range of legislation and guidance specific to the youth justice sector (such as the National Standards for Youth Justice) or else applicable across the criminal justice sector (for example Multi-Agency Public Protection Arrangements guidance). The Youth Justice Board for England and Wales (YJB) provides some funding to YOTs. It also monitors their performance and issues guidance to them about how things are to be done.

Leeds Youth Justice Service (YJS) sits alongside looked after children services in the Leeds Children's Services structure, meaning relationships with fostering, placements and residential services are strong. As a larger YOT within a children's service rated 'outstanding', the contribution it can make to the regional and national youth justice agenda is a high priority and the organisation values the learning and development that this brings.

Leeds YJS delivers the statutory outcomes and interventions from court and out-of-court disposals within a partnerships framework that promotes informed joint decision-making (the Leeds Youth Panel). YJS senior managers invest significant amounts of time in various partnership arrangements to ensure effective service delivery for children and young people who offend. Data taken from the YJS's most recently available performance report, in May 2019, indicates that the YJS supervised caseload was 244 (which represents a gradual decrease over the previous 12 months from the May 2018 figure of 301). In terms of open interventions (which include non-statutory preventative work), the figure stood at 378, with Leeds YJS reporting a 12.5 per cent decrease in total caseload over the last 12 months.

The YJS has 87 staff (including volunteers) and there is a recognition that, although the statutory caseload is smaller, the risks and needs of the YJS cohort are multiple and complex. This complexity is reflected in the cases seen and the YJS activity undertaken within prevention and diversion. Offence data from 2018 indicates that, of 602 total offences committed: 288 were of a violent or aggressive nature (including assault, robbery, criminal damage, public order); 181 were acquisitive matters (including theft, burglary, vehicle theft); 72 were motoring-related; 27 were drugs matters; 24 concerned breach of a statutory order or bail; and 10 were classified as 'other'.

The YJS has clearly stated values that underpin the delivery of effective work: child-centred, safe, relationship-based, fair, working together and giving the right support at the right time. The commitment to restorative practice across the city has

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

provided a framework to work *with* people (colleagues, families, young people, partners) rather than providing services to them or for them. The YJS states, and inspectors agreed, that there is a strong ethos of restorative justice throughout all tiers of the organisation, consistent with this city-wide approach.

### **The role of HM Inspectorate of Probation**

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We provide assurance on the effectiveness of work with adults and children who have offended to implement orders of the court, reduce reoffending, protect the public and safeguard the vulnerable. We inspect these services and publish inspection reports. We highlight good and poor practice, and use our data and information to encourage good-quality services. We are independent of government, and speak independently.

### **HM Inspectorate of Probation standards**

The standards against which we inspect are based on established models and frameworks, which are grounded in evidence, learning and experience. These standards are designed to drive improvements in the quality of work with people who have offended.<sup>2</sup>

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

## Contextual facts

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

226

Leeds YJS <sup>3</sup>

244

Yorkshire

236

England and  
Wales

**Reoffending rates**

43.9%

Leeds YJS <sup>4</sup>

40.1%

England and  
Wales

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

#### Age (years)

##### 10-14

##### 15-17

Leeds

21%

79%

National average

24%

76%

#### Race/ethnicity

##### White

##### Black and minority ethnic

##### Unknown

Leeds

78%

21%

1%

National average

71%

26%

3%

#### Gender

##### Male

##### Female

Leeds

90%

10%

National average

84%

16%



### Population information <sup>6</sup>

**789,194**

Total population of Leeds

**67,405**

Total youth population of Leeds

**13,180**

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



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

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

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

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

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

# 1. Organisational delivery



Organisations that are well led and well managed are more likely to achieve their aims. We inspect against four standards: Governance and leadership; Staff; Partnerships and services; and Information and facilities.

1.1 Governance and leadership	Requires improvement
The governance and leadership of the YOT supports and promotes the delivery of a high-quality, personalised and responsive service for all children and young people.	

While Leeds YJS has a stable and committed management team and provision of staffing from other partners and operational partnerships is good, the overall rating for this standard was brought down to 'requires improvement' by patchy attendance at Board meetings by some key partners and, critically, a lack of understanding within the Board of its role in overseeing and contributing to the quality of services being delivered. At a strategic and operational level, management oversight has not effectively addressed shortfalls in assessment, planning and review practice, and there has been insufficient progress against recommendations from Leeds YJS's last HMI Probation inspection in 2015.

There is a strategic vision of Leeds as a 'child-friendly' city, which the Leeds YJS also subscribes to. This sits alongside the adoption of the YJB (Youth Justice Board) 'child first, offender second' vision. The organisation has clearly stated values and a commitment to restorative practice, which runs city-wide. The YJS Head of service is an excellent advocate for the YJS and its young people, and is well respected by senior and operational managers across the partnership.

The YJS Board is part of a network of partnership Boards that work across Leeds. It has strategic links to other partnership Boards, such as the Safer Leeds Executive, the Leeds Safeguarding Children Board and the Corporate Parenting Board. Given the positions held by the Board's Chair (Director of Children's Services for Leeds) and the Deputy Chair (Head of the children looked after service), they are aware of and understand the YJS business. However, they acknowledge challenges, such as the large size of the partnership and the need to maintain a balance between the wider 'child-friendly' vision and the statutory responsibilities of the YJS in relation to public protection.

Although statutory and non-statutory partners are represented on the YJS Management Board (for example, the police, health services, and the lead member), their attendance is generally sporadic. National Probation Service representation and attendance are consistent. While Board members recognise the contribution their own agency makes, there is insufficient evidence of them being held to account in Board meetings. Although Board members advocate for young people in a general sense and in different fora, this tends to be generic. There is limited evidence that they prioritise YJS cases and the specific complex needs of these children and young people that make them different from the wider population.

The YJS relies too much on national key performance indicators in assessing the effectiveness of practice. The Management Board lacked an understanding of its role in overseeing and contributing to the quality of services being delivered, and did not

sufficiently monitor progress against previous inspection recommendations from HM Inspectorate of Probation's Short Quality Screening inspection of Leeds in 2015.

YJS governance was an agenda item at meetings in January 2019 and April 2019. Following this, work was undertaken in April 2019 on the Management Board's terms of reference, and an event was held where Board members attended the YJS and met YJS staff. This provides some foundation for further improvements and progress, to ensure that all Board members contribute effectively to the work of the YJS. Formal induction processes for Board members consist of providing information in written or email form.

Provision of staffing from partners is good, with seconded police officers, probation officers and health professionals. Likewise, partnership arrangements at operational level are positive. Effective work is undertaken between agencies and staff, and these professionals clearly trust each other. There were some links between operational management and the Board, primarily through ad hoc presentations of case studies or specific projects or workstreams. However, this could be improved to support the Board to understand the quality of practice on a wider level across themes such as planning and review.

The service identifies risks to delivery as well as future opportunities. Managers are aware that not all of their funding streams are secure, but they also recognise the opportunities arising for collaborative regional work with other YOTs and partners such as the Police and Crime Commissioner.

There is a stable and committed management and leadership team that promotes openness and innovation and encourages new ideas. Although this is a strength of the service, we found evidence of inconsistent challenge, which is demonstrated within the case data by shortfalls in assessment, planning and review practice across domains two and three.

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

Both the staff survey and the focus group clearly confirmed that workload levels were manageable. Workloads are actively managed and there are good arrangements for cover and staff were enabled to deliver tailored, personalised services to children and young people. We therefore rated this standard as good.

The staffing group is stable, and they are very skilled and creative in engaging young people. YJS staff believe in the children they work with and have high aspirations for them. They are up to date with developments such as trauma-informed practice, the good lives model, contextual safeguarding and sexually harmful behaviour. There were numerous good examples of tailored service delivery to meet the specific needs of young people, such as work with Romanian children, transition work, family relationships work, delivery of innovative interventions and work with children looked after.

Some staff do not have a recognised professional qualification, such as in social work or probation. However, of staff without a professional qualification, 77 per cent of them have the Professional Certificate in Effective Practice or the Youth Justice

Effective Practice Certificate. Many of their cases are complex, and inspectors found that not all cases are allocated to staff who are appropriately qualified or experienced. In some cases, there were gaps in staff's ability to recognise, assess and plan for issues about public protection and safety and wellbeing (particularly the analysis and drawing together of key risk factors). This was evident in the two cases raised as alerts.<sup>3</sup>

Leeds has a highly diverse population, and the profile of the staff group reflects that diversity. Statistically, 72 per cent of Leeds YJS staff are white British and 18 per cent are Black, Asian and minority ethnic (BAME), which is also consistent with the profile of the caseload. There is a current training and development plan across the service, and staff can access various in-house and external developmental opportunities. Indeed, the staff group had some members who had progressed through the organisation and who had been sponsored and encouraged to achieve additional qualifications, training and experience, such as the YJEP (Youth Justice Effective Practice Certificate) and the YJ (Youth Justice) degree. Volunteers had all received the necessary panel training and other mandatory training, such as safeguarding. However, the YJS would benefit from service-wide training about assessing and managing risk of harm.

Nearly all staff say they receive regular and effective supervision, with a clear one-to-one supervision policy in place. Staff described managers as supportive and approachable, and said they had an 'open door' policy. Almost all staff (both within the YJS and seconded from the partnership) stated that they had an up-to-date appraisal.

Despite this, we judged that management oversight was not always of a sufficient standard within the inspected cases. Primarily, this was due to shortfalls in quality assurance practice and a lack of sufficient challenge and management case recording in some cases. For court disposals, oversight was found to be sufficient in just 55 per cent of cases, while in out-of-court disposals, it was sufficient in only 54 per cent of cases.

Staff turnover is low, but when new staff join the service, they go through a thorough induction process, which takes account of their existing knowledge. Although some staff were being managed through capability or sickness procedures, this was a small percentage. Local HR processes need to be reviewed to support performance management.

Exceptional work is frequently recognised within the YJS, including nominations for local and national awards for several staff members, as well as some staff presenting to various audiences about the positive work they have undertaken.

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<sup>3</sup> An individual alert encompasses practice or practice omissions that require immediate remedial action to be taken (usually by the organisation responsible for the case) to reduce or contain an identifiable, significant and imminent risk.

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

Services and interventions throughout the YJS are of high quality and are responsive, innovative and well-delivered. Children can quickly access a wide range of universal, targeted and specialist services, and these are accessed via referral to partner agencies or through staff embedded within the YJS. There is a clear understanding of the desistance needs of children and young people in Leeds, although analysis of risk of harm to others could be stronger, particularly regarding gang mapping. There is a local analysis of disproportionality issues and an action plan, as well as work undertaken on offence types and those cases that have progressed from first-time entrants to custody. Overall, we therefore judged partnership and services to be good.

There was a disconnect between perceptions of YJS Board members and operational staff as to whether serious youth violence was a prevalent issue and if there was a city-wide strategy to tackle it.

The Chair of the Youth Bench commented positively on the work of the YJS and the interface with the judiciary. There is a court user group, and the court is satisfied with the delivery of services, stating that the West Yorkshire court arrangements work well.

An extensive range of interventions are available, and are delivered one-to-one or within groups. Workers across all roles are highly effective in facilitating engagement and fostering positive relationships with young people. Staff knew the pathways for children to access services (both internally and externally). They engaged children well and advocated for them when needed. Partnership staff (such as ETE, health nurses and probation) were co-located within the YJS, and access to most services, such as child and adolescent mental health services (CAMHS), speech and language and substance misuse, was timely.

Interventions are available for all offence types and other behaviours that come to the attention of the service. An illustrative example is the adaptation of a Think First programme for Romanian children, facilitated by an interpreter, and also a drop-in session to engage this cohort of young people. A garden/horticulture project at the Youth Justice Centre was well-established and staffed by a committed volunteer, who had achieved excellent outcomes with young people. The YJS had also developed a local partnership, Skill Mill, in which small cohorts of young people (usually the most challenging and complex children) were on six-month work placements and then able to gain work-based qualifications and secure employment.

The YJS fed into the MACE (Multi Agency Child Exploitation) process and held Risk Management Panels for those children deemed to present a high risk of harm to others or a high level of safety and well-being concerns. Within the inspected cases, we found the impact of work by risk management panels to be variable, with some appearing to 'drift' and others requiring a more clearly evidenced level of senior management oversight due to the risks identified.

The YJS has secured additional funding for a speech and language assistant, to enhance the assessment work undertaken by the existing speech and language therapist and deliver some interventions with the YJS cohort. Funding had also been

secured to recruit a specialist looked after child worker, who not only undertakes work with this cohort, but has delivered wider training to other agencies and partners about the specific needs of these children.

The out-of-court youth panel was well-established, with a good process and framework for decision-making. The YJS had drawn data from its systems to demonstrate a positive impact on the reoffending of young people who are subject to out-of-court disposals.

Transitions to adult probation were well-managed, with a clear process for handover meetings and a rationale for decisions on which children would transition and which would remain within the YJS.

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

The YJS has a full suite of policies and procedures. Staff stated that they knew how to access these (through emails, team meetings, briefings and one-to-one supervision) and were confident in speaking to managers if they needed clarification. Staff state that they feel safe and there are relevant policies (for example, the lone working and weapons policies) and facilities (such as a weapons search wand) that support this. However, some policies, such as Assessment & Planning and Management Oversight, have only recently been reviewed and are not yet fully embedded in practice. Overall, we rated this standard as good.

The YJS leadership team had made a conscious decision to prioritise planning meetings in relation to youth rehabilitation orders and detention and training orders. The aim was to embed a more trauma-informed and ‘formulation’ approach, which was felt to be more child-focused. Consequently, quality assurance and gatekeeping of out-of-court disposal Leeds Assessment Review Plan (LARP) assessments had considerably reduced to a more ‘light touch’ approach. This is a decision that needs to be reviewed in light of inspectors’ findings in domain three cases.

There are three main offices across Leeds (Hough Lane, TechNorth and the Youth Justice Centre), which allows for delivery of work in each locality. YJS staff have created a safe environment for young people and there is equal access across all offices. Where interventions take place at the Youth Justice Centre (which is an appropriate facility for the YJS to see young people and deliver various one-to-one and group interventions), arrangements are made to transport children and their parents where necessary. The Youth Justice Centre also has kitchen facilities where young people can cook and a garden/horticulture area (staffed by a committed volunteer) where practical work can be undertaken.

Information and communication technology systems are fit for case management purposes and viewed by staff and managers as reliable. A minor issue is that Intensive Supervision and Surveillance staff do not have smartphones, which would enable them to access information and emails while out working with young people. YJS staff have read-only access to MOSAIC (the children’s social care system) and co-located partnership staff have access to the YJS system (Childview) and are able to record on it.

The case management system is effective and allows a sufficient range of performance information and activity to be drawn from it. However, there is mixed evidence of performance and quality systems driving improvement. There was a clear understanding of the desistance needs of children and young people and an established audit plan. However, the YJS relies too much on measuring performance against the three key performance indicators of reoffending, first-time entrants and custody, rather than also focusing on quality aspects of work undertaken.

There is evidence of a positive response to inspection and national independent reviews (such as the Laming Review of children looked after and their over-representation within the criminal justice system), and some action plans following audit activity (e.g. disproportionality of BAME children, planning for youth rehabilitation orders and detention and training orders, and a Youth Panel review). In October 2018, work was also undertaken in relation to the education profile of children within the YJS. Following this, the YJS took action at an operational level. The challenge for the YJS is to ensure sufficient action and monitoring take place at the strategic Board level, as there has not been a sustained longer-term positive impact as yet. Indeed, the latest YJS performance reports (May 2019) indicate that just over 50 per cent of school-age and post-16 children and young people managed by the YJS are not receiving their statutory entitlement to education, training or employment.

While there is some evidence of monitoring outcomes for victims and the variety of work undertaken, there is limited analysis (beyond individual case studies) of the quality and impact of this from the victim's perspective. There is also limited evidence of monitoring of other key areas, such as: numbers of young people subject to oversight by the Risk Management Panel and the number of escalations of Youth Panel classifications of risk of harm to others and safety and wellbeing escalations. It is also of concern that, despite producing an action plan in response to the findings and recommendations of the 2015 HMI Probation's Short Quality Screening (SQS), the YJS has made insufficient progress against them (particularly around assessment, planning and management oversight). The YJS Head of Service explained that the post-SQS action plan had been superseded by other national initiatives, including the implementation of AssetPlus, the new HMI Probation inspection framework and introduction of new national standards. While HMI Probation acknowledges the impact of such practice and business changes, Leeds YJS's overall improvement journey needs to remain focused on core principles such as robust assessment, planning and review.

There is a clear local process in relation to serious incidents and YJS policy and guidance on such episodes, including feeding into the YJS Board and the relevant strategic fora, such as the Safer Leeds Executive and the Leeds Safeguarding Children Board. Learning was disseminated to staff through team briefings, one-to-one meetings, and workshops or training events.

Views of young people and parents/carers are consistently sought, and this is an area of strength, particularly in the innovative peer-led Clear Approach work with children looked after and in the involvement of parents in the PACT (Parent and Child Together) programme. There is a YJS participation policy, which was recently reviewed, and various child-friendly literature and leaflets to communicate expectations and gather feedback. Children have also been involved in the design and presentation of the building (especially the exterior garden area), which has fostered a sense of ownership.

## Summary

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### **Strengths:**

- There is a strategic vision of Leeds as a 'child-friendly' city, clearly stated values and a commitment to restorative practice.
- Provision of staffing from partners is good, with seconded police officers, probation officers and health professionals.
- The staffing group is stable and staff are very skilled and creative in engaging young people.
- Services and interventions throughout the YJS are of high quality and are responsive, innovative and well-delivered.
- There is a clear understanding of the desistance needs of children and young people in Leeds.

### **Areas for improvement:**

- Although statutory and non-statutory partners are represented on the YJS Management Board, attendance is sporadic.
- While Board members recognise the contribution their own agency makes, there is insufficient evidence of them being held to account within and between Board meetings.
- At Board level, there is too much reliance on national key performance indicators to assess the effectiveness of YJS practice.
- Inspectors found that not all cases are allocated to staff who are appropriately qualified or experienced.
- Operational managers do not have sufficient impact on the quality of practice, particularly assessment, planning and review.
- There is mixed evidence of performance and quality systems driving improvement.

## 2. Court disposals



Work with children and young people sentenced by the courts will be more effective if it is well targeted, planned and implemented. In this inspection, we looked at a sample of 42 cases, 60 per cent of which had received a court disposal six to nine months previously. In each of those cases, we examined the case file and interviewed the relevant case manager. We inspect against four standards – assessment, planning, implementation and review.

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

Overall, assessment requires improvement. There were some areas where assessments were good, but there was an absence of analysis and consideration of the broader issues that may impact on the safety and wellbeing of children and particularly the risk of harm they might pose to others. In over a third of cases, the assessment did not clearly identify all the factors relevant to risk of harm to others.

Assessments of the desistance factors that have an impact on children and young people's likelihood of reoffending were mostly done well. They were strong in considering diversity factors, and the child or young person or parent was meaningfully involved in the assessment in almost all cases. All but one case focused sufficiently on the child or young person's strengths and protective factors. An inspector noted:

*“The case manager acknowledges the young person’s issues in relation to ADHD and, having worked with him for some time, is aware of how these manifest in his everyday life and affect his ability to comply and engage. The assessments provide both factual and analytical information relating to the young person’s offending and desistance”.*

In just over three-quarters of the cases, we found that assessment of safety and wellbeing was done well. Case managers drew sufficiently on available sources of information and involved other agencies where appropriate. In most cases, inspectors agreed with the assessed level of safety and wellbeing at the start of the sentence.

Assessment of the risk of harm to others required improvement. Inspectors judged that, in over one-third of cases, the assessment did not clearly identify all relevant factors, such as previous harmful behaviours, previous offences, and lifestyle and peer influences. The inspector's comments in relation to one case illustrate some of the limitations in assessment of the safety of others:

*“The assessment of harm to others is based mainly on the index offence for which the young person is convicted. There are other behaviours which indicate there was a common assault and possession of a weapon, but this information is not specifically*

*analysed within the assessment. The young person has a history of previous offending behaviour, but this is not sufficiently considered in the risk assessment”.*

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

Planning was one of the weakest areas of practice, particularly concerning safety and wellbeing and risk of harm to others. In recognition of factors prevalent for many of the children and young people under its supervision, the YJS had developed a Risk Management Panel and specific safety plans. However, planning for safety and wellbeing and risk of harm to others did not reflect that commitment. We rated this standard as requiring improvement.

Planning to address specific concerns and risks to actual and potential victims was not sufficient in just over half of all cases, while necessary controls and interventions to promote the safety of other people were lacking in over one-third of cases.

Just under two-thirds of cases had sufficient controls and interventions to promote the safety and wellbeing of the child or young person and one-third had insufficient involvement of other agencies to manage this.

Children and young people’s circumstances can change rapidly, and contingency planning needs to be in place to respond to these changes. However, suitable contingency planning for safety and wellbeing was in place in less than half of the cases. Inspectors found similar shortcomings in contingency planning for risk of harm to others, with well over half of cases judged to be insufficient. An inspector noted:

*“It is unclear what the criminal behaviour order details are and what the role of the IOM police is. The Risk Management Panel meeting minutes do not result in a coherent plan with sufficient detail. The AssetPlus plan is missing detail, being very brief, and provides a contingency plan that is general, generic and ineffective. Given the risks of the case, this needed a coherent and robust plan in one place that could be easily shared with partners”.*

Planning to support the child or young person’s desistance was much stronger, with 83 per cent of plans setting out the services most likely to support desistance, and 79 per cent took account of diversity and wider social context factors. Planning took sufficient account of strengths and protective factors in 83 per cent cases. Of the cases with an identifiable victim, planning considered their views in just under half. The child or young person and their parents were meaningfully involved in a majority of the cases.

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

Implementation and delivery of services were good overall, and work to support desistance was an area of strength. The YJS had access to a wide range of specialist staff and other resources to deliver suitable and innovative interventions to children and young people. Inspectors found in almost all cases that the YJS delivered the services most likely to support desistance.

It was evident that staff focused on developing and maintaining an effective working relationship with the child or young person and their parents or carers. In 90 per cent of cases, service delivery reflected the diversity and the wider familial and social context of the child or young person. It was clear that the case managers take a strengths-based approach to their work.

Case managers encouraged the child or young person's compliance with their court order and, where required, enforcement was appropriate.

In all but two cases, service delivery promoted opportunities for community integration, including access to services post-supervision. One inspector found:

*“The practitioner recognised the child’s needs without him needing to explicitly state them, and tailored her one-to-one delivery to suit him. She repeatedly tried techniques to enable this young person to engage with her and build a trusting relationship. This included going with him to an animal shelter to complete reparation rather than allow him to go alone, even though she is nervous of animals herself”.*

Interventions to promote the safety and wellbeing of children and young people were delivered in 83 per cent of cases. It was apparent that some were discussed at the Risk Management Panel and within other safeguarding fora, such as MACE meetings. In some cases, we judged that escalation processes should have been applied. When staff encounter barriers to interventions being delivered, or when decisions made by other agencies (such as education or social care) require clarity or challenge, case managers should be encouraged to routinely follow the escalation process.

The safety of other people was supported effectively in 74 per cent of cases. However, opportunities to involve other agencies in managing the risk of harm to others were missed in a quarter of cases. The YJS needs to give full attention to the protection of actual and potential victims, as just over one-third of cases were judged insufficient in this area. The inspector's comments in relation to one case illustrate the limitations of some of the work to protect others:

*“There were numerous daily MARAC (Multi Agency Risk Assessment Conference) meetings on this case, but their coordination with the YJS was poor and they proved ineffective. The numerous further offences that occurred during the order were not properly explored by the YJS, or communicated to the police when the police were not already aware of them. The young person was even in police custody at one point and the case manager did not know why”.*

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

Reviewing was judged as requiring improvement because, although reviewing focused on desistance was good, practice was less strong for safety and wellbeing and reviewing risk of harm to others. It focused sufficiently on keeping people safe in only just over half of the cases we looked at. Management oversight of cases also needed strengthening.

Many of the children and young people supervised by the YJS had complex lives, and their circumstances could change rapidly. Reviews of a child or young person's desistance were generally done well. In just over three-quarters of cases, reviews led to adjustments in the planning of work; considered motivation, engagement and barriers to change; had sufficient focus on strengths and protective factors; and saw the meaningful involvement of the child or young person and their parents or carers.

Reviewing to keep the child or young person safe was done sufficiently well in only 61 per cent of cases. Reviewing was not informed by input from other agencies in over one-third of cases and did not lead to necessary adjustments in the ongoing plan of work in 39 per cent of cases.

There were also weaknesses in the reviewing of risk of harm to others. Other agencies were involved in most of the cases for which there was a risk of harm. However, in one-third of relevant cases, they had insufficient input into the YJS review of those risks. The child or young person and their parents were meaningfully involved, and their view taken account of, in two-thirds of the relevant cases. Staff had made the necessary adjustment to the plan to manage and minimise risk of harm to others in under half of the cases. Overall, reviewing focused sufficiently on keeping other people safe in just over half of cases.

Management oversight of work undertaken on court orders was inconsistent. Although nearly all staff saw oversight as helpful and effective, inspectors found this sufficient in only just over half of the cases. One inspector noted:

*“The management oversight entries are threadbare, with no content. They fail to identify key omissions in the management of the case. The repeated countersignature of a sparse AssetPlus assessment demonstrates a poor level of scrutiny. The practitioner explained that, because she is experienced, her manager uses a light touch. The practitioner said she was happy with the management oversight”.*

## Summary

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### **Strengths:**

- Assessment and planning to address desistance factors are done well.
- YJS staff develop very good relationships with children and young people, which supports effective engagement.
- A wide range of resources and specialist staff allow the YJS to deliver suitable and innovative interventions.
- There is a high level of engagement with parents and carers, and their views are considered.

### **Areas for improvement:**

- The level of risk of harm to others is underestimated in over one-third of assessments.
- Planning to address both safety and wellbeing and the risk of harm to others is weak.
- Reviewing of safety and wellbeing and risk of harm to others needs to improve, by involving other agencies and making adjustments to ongoing plans where necessary.
- Managers' oversight of case managers' planning and reviewing practice needs to be more rigorous.
- Barriers to delivering services, such as the child or young person attending ETE provision or being referred to social care, should be routinely escalated to management and acted upon.

### 3. Out-of-court disposals



Work with children and young people receiving out-of-court disposals will be more effective if it is well targeted, planned and implemented. In this inspection, we looked at a sample of 28 cases that had received out-of-court disposals three to five months earlier. In each of those cases, we inspected against four standards – assessment, planning, implementation and joint working.

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

Assessment was judged to be inadequate because, although Leeds had developed a good local assessment tool, it was usually not completed to a sufficient standard. This was particularly the case when assessing the safety and wellbeing of the child or young person and the risks they may pose to others. Assessments to manage the risk of harm to others were done well enough in just under one-third of cases.

Leeds YJS supports assessments and planning for out-of-court disposals with a document called the LARP (Leeds Assessment Review Plan). The tool is sufficient for out-of-court disposals and fits with the aim of diverting children and young people from the criminal justice system at the earliest opportunity. The fuller AssetPlus assessment was completed if staff identified a high level of risk of harm to others or a high level of safety and wellbeing concerns, or if the young person had previously been referred to the Youth Panel. An AssetPlus assessment was also used where the index offence was the highest gravity score of 4.

Although the LARP template document was fit for purpose, inspectors found that both risk of harm to others and safety and wellbeing were consistently underestimated. Although HMI Probation recognises the value of a strengths-based approach to diversion and prevention work, it is essential that interventions are delivered with a full understanding of any factors relating to risk of harm to others and safeguarding. Leeds YJS's current Risk Management Policy states:

*“Working with young people who offend requires a balance to be maintained between meeting the needs of the public and those of the young person. In cases where a high risk of harm has been identified, the need to protect the public assumes the highest level of priority and the young person’s interests become a secondary consideration”.*

Assessments to manage the risk of harm to others were done well enough in just under one-third of cases and the results for safety and wellbeing were similar. This was largely due to shortcomings in the drawing together of available sources of information, which meant assessments lacked analysis and sufficient consideration of issues such as the wider protection of the public.

Assessments of safety and wellbeing also lacked analysis and did not consider the wider issues that might affect the child or young person. The inspector’s comments

in relation to one case illustrate some of the limitations in assessment for safety and wellbeing:

*“Significant information is available from partners on file, which included: self-harm; suicide attempts; an EHCP (education, health and care plan) which identifies pathological demand avoidance and autistic presentation; anxiety; moderately elevated depression and attachment issues, all of which are not taken sufficiently into account within the assessment”.*

We found that there was sufficient analysis of offending behaviour in 43 per cent of cases. Inspectors judged that assessments focused on the child or young person’s strengths and protective factors in 25 of the 28 cases. Equally, the child or young person and their parents or carers were meaningfully involved in their assessment, and their views considered, in a considerable majority of cases.

The majority of LARPs are not gatekept by YJS managers. We saw evidence of challenge and amendment to assessed levels of safety and wellbeing and risk of harm to others in the panel meetings, but this is not a substitute for adequate and robust quality assurance by operational managers. Inspectors found that oversight was sufficient in just 54 per cent of cases.

We were pleased to see that there is a recently introduced internal scrutiny process, involving the YJS Deputy Head of service and the responsible police inspector (who is new in post). As this process develops, it would be appropriate to monitor the number of instances where the panel had recommended changes to assessed levels of safety and wellbeing and risk of harm to others within LARP documents, to improve their quality.

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

Planning to address the child or young person’s safety and wellbeing was inadequate. It was sufficient in less than half of the cases. Contingency planning was weaker, being sufficient in less than a quarter of cases. An inspector found:

*“It is evident that there are a number of professionals working with the young person and their mother, but there is a lack of joint safety planning and the CIN plan is not incorporated into the YJS assessments or plans. There are contingency plans which identify certain situations that might indicate an increase in concerns for the safety and wellbeing of the young person, but they do not identify what actions need to then be taken or who would need to take the actions. There needs to be specific named persons and contact details included in the plan”.*

Planning to keep other people safe was also weak. Inspectors found just 30 per cent of cases where planning to manage risk of harm to others was sufficient. There are clear links here to the reported shortfalls in assessment practice. Contingency planning in relation to public protection was inadequate, with just 20 per cent of cases being of sufficient quality. In one case, we noted that:

*“Following concerns that the young person was at risk, there was a planned referral to the Channel panel (as part of the Prevent strategy, a multi-agency approach to identify and provide support to individuals who are at risk of being drawn into terrorism). There is no evidence of contingency plans, nor does planning sufficiently address any concerns around the victim of this offence or any concerns for potential victims”.*

Inspectors found that young people were given up to three months to complete work on an out-of-court disposal. This period was used to give them time to build relationships with workers and allow for interventions to take place. Plans to promote desistance were appropriate in a significant majority of cases and children had access to a wide range of interventions and services.

Planning focused on supporting the child or young person’s desistance in 71 per cent of cases. Diversity issues and the wider familial and social context of the child were considered in most of the cases. There was strengths-based planning and appropriate involvement of the young person and their parents or carers.

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

Although implementation and delivery in relation to supporting desistance were strong, and delivery of services to keep the child or young person safe was good, there were shortfalls in the implementation and delivery of interventions to address and manage the risk of harm to others. As a result, this standard was judged as requiring improvement. More attention needs to be given to the protection of actual and potential victims, through completion of more robust assessments and plans to inform better delivery of services to protect the public. The staff member who has produced the LARP assessment does not attend the Youth Panel. This means that, on occasion, the panel has to make an assumption rather than seek clarification. We believe this practice should be reviewed. Overall, we were satisfied in just over half of the cases that delivery of services to address risk of harm to others was of sufficient quality.

Aside from the MST (Multi Systemic Therapy) family support team, other representation at the Youth Panel from children’s social care is inconsistent and impacts on implementation and delivery. For some cases, social care representation would be beneficial and ensure that children are signposted to the correct agency and threshold for safeguarding and welfare needs. An inspector observed the panel and noted two cases where the allocated social worker was not in attendance. This would have offered additional context and expertise to the decision-making process, which enhances the information obtained by the YJS from social care IT systems.

Children and young people accessed a wide range of universal, targeted and specialist services. Workers were effective in facilitating engagement and fostering positive relationships with young people.

In 82 per cent of the cases inspected, we found that the services delivered were those most likely to support desistance, with sufficient attention given to sequencing

and available timescales. Delivery took account of the diversity and wider familial and social context of the child or young person, involving parents or carers or significant others in all but 2 of the 28 cases.

Overall, desistance work in the delivery of out-of-court disposals was an area of strength and we found in nearly all cases that interventions were proportionate to the type of disposal. Good practice was noted in the following case:

*“The style of delivery was personalised to the child, with the practitioner keeping a close eye on his response at each session and tweaking where necessary. There was a huge drive by the practitioner to get the child the appropriate health support he needed for his ADHD, via a successful CAMHS referral. There was attention paid to maturity levels and progress made in education, as well as developing motivation levels, which aided in the sequencing of interventions”.*

The delivery of services to keep the child or young person safe was effective in nearly three-quarters of cases. Inspectors found sufficient evidence of the YJS involving other organisations to keep the child or young person safe in the same proportion of cases.

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

Leeds YJS created a Youth Panel to ensure that out-of-court disposal decisions were defensible and appropriate, and we saw good evidence of this. An inspector observed the Youth Panel and judged all five cases to have had appropriate out-of-court disposals. We also saw evidence that members of the panel appropriately challenge when deciding on disposals. As a result, we judged this standard as outstanding.

Cases are referred through the police officers seconded to the YJS, who prepare the relevant paperwork for the Panel. YJS case managers then undertake an assessment of the risk of reoffending, risk of harm to others and risk to safety and wellbeing. This is done through the completion of the LARP document.

Decision-making on out-of-court disposals is undertaken jointly at the Youth Panel. Chaired by a YJS manager, the Panel also includes a YJS police officer and a trained community volunteer. Other agencies, such as the MST team, may be in attendance as well. The YJS victim liaison officer will also attend, unless written information would suffice. Decisions are mainly based on offence type and gravity score, but relevant information is shared from use of partnership systems, such as those of the YJS, police and social care.

The YJS's recommendations for out-of-court disposal outcomes and conditions were appropriate and proportionate in the large majority of cases. In all cases, the YJS made a positive contribution to determining the disposal. In 24 of 28 cases, sufficient attention was given to the child or young person's understanding, and their parent or carer's understanding, of the implications of receiving an out-of-court disposal.

Overall, inspectors found that the YJS worked effectively with the police in implementing out-of-court disposals in all of the relevant cases. The YJS routinely informed the police of progress and outcomes in a timely manner, with staff giving sufficient attention to compliance and enforcement of conditions.

## Summary

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### **Strengths:**

- There are good processes and tools in place for sharing information and making joint decisions.
- Children and young people can access the same wide range of services as children on court orders.
- Out-of-court disposal work is strongly focused on diverting children and young people away from offending.
- Work to encourage the child or young person's desistance focuses clearly on engagement and a strengths-based approach

### **Areas for improvement:**

- Assessments and plans are inadequate, specifically in relation to safety and wellbeing and risk of harm to others.
- There are shortcomings in management oversight and quality assurance, which do not have sufficient impact on the quality of practice.
- The YJS should ensure that other agencies involved with the children and young people (particularly social care) attend the panel more consistently.

## Annex 1 – Methodology

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The inspection methodology is summarised below, linked to the three domains within our standards framework. Our focus was upon obtaining evidence against the standards, key questions and prompts within the framework.

### **Domain one: organisational delivery**

The youth offending service submitted evidence in advance and the Director of Children's Services delivered a presentation covering the following areas:

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

During the main fieldwork phase, we surveyed 29 individual case managers, asking them about their experiences of training, development, management supervision and leadership. Various meetings and focus groups were then held, allowing us to triangulate evidence and information. In total, we conducted 15 and undertook an informal visit to the garden project on the YJS premises.

### **Domain two: court disposals**

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

We examined 42 post-court cases. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of 5), and we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm, and risk to safety and wellbeing classifications matched those in the eligible population.

### **Domain three: out-of-court disposals**

We completed case assessments over a one-week period, examining case files and interviewing case managers. Forty per cent of cases selected were those of children and young people who had received out-of-court disposals three to five months earlier. This enabled us to examine work in relation to assessing, planning, implementing and joint working. Where necessary, interviews with other people significantly involved in the case also took place.

We examined 28 out-of-court disposals. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of 5), and we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm, and risk to safety and wellbeing classifications matched those in the eligible population.

## Annex 2 – Inspection results

In this inspection, we conducted a detailed examination of a sample of 42 post-court cases and 28 out-of-court disposals. In each of those cases, we inspected against four standards: assessment, planning, implementation/delivery and joint working. For each standard, inspectors answer a number of key questions about different aspects of quality, including whether there was sufficient analysis of the factors related to offending; the extent to which young offenders were involved in assessment and planning; and whether enough was done to assess the level of risk of harm posed – and to manage that risk.

To score an 'Outstanding' rating for the sections on court disposals or out-of-court disposals, 80 per cent or more of the cases we analyse have to be assessed as sufficient. If between 65 per cent and 79 per cent are judged to be sufficient, then the rating is 'Good' and if between 50 per cent and 64 per cent are judged to be sufficient, then a rating of 'Requires improvement' is applied. Finally, if less than 50 per cent are sufficient, then we rate this as 'Inadequate'.

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

Lowest banding (key question level)	Rating (standard)
Minority: <50%	Inadequate
Too few: 50-64%	Requires improvement
Reasonable majority: 65-79%	Good
Large majority: 80%+	Outstanding

Additional scoring rules are used to generate the overall YOT rating. Each of the 12 standards are scored on a 0–3 scale in which 'Inadequate' = 0; 'Requires improvement' = 1; 'Good' = 2; and 'Outstanding' = 3. Adding these scores produces a total score ranging from 0-36, which is banded to produce the overall rating, as follows:

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

# 1. Organisational delivery

Standards and key questions	Rating
<p><b>1.1. Governance and leadership</b></p> <p>The governance and leadership of the YOS supports and promotes the delivery of a high-quality, personalised and responsive service for all children and young people.</p> <p>1.1.1. Is there a clear local vision and strategy for the delivery of a high-quality, personalised and responsive service for all children and young people?</p> <p>1.1.2. Do the partnership arrangements actively support effective service delivery?</p> <p>1.1.3. Does the leadership of the YOS support effective service delivery?</p>	<b>Requires improvement</b>
<p><b>1.2. Staff</b></p> <p>Staff within the YOS are empowered to deliver a high-quality, personalised and responsive service for all children and young people.</p> <p>1.2.1. Do staffing and workload levels support the delivery of a high-quality, personalised and responsive service for all children and young people?</p> <p>1.2.2. Do the skills of YOS staff support the delivery of a high-quality, personalised and responsive service for all children and young people?</p> <p>1.2.3. Does the oversight of work support high-quality delivery and professional development?</p> <p>1.2.4. Are arrangements for learning and development comprehensive and responsive?</p>	<b>Good</b>
<p><b>1.3. Partnerships and services</b></p> <p>A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children and young people.</p> <p>1.3.1. Is there a sufficiently comprehensive and up-to-date analysis of the profile of children and young people, to ensure that the YOS can deliver well-targeted services?</p> <p>1.3.2. Does the YOS partnership have access to the volume, range and quality of services and interventions to meet the needs of all children and young people?</p>	<b>Good</b>

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

<b>1.4. Information and facilities</b>	<b>Good</b>
Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all children and young people.	

- 1.4.1. Are the necessary policies and guidance in place to enable staff to deliver a quality service, meeting the needs of all children and young people?
- 1.4.2. Does the YOS's delivery environment(s) meet the needs of all children and young people and enable staff to deliver a quality service?
- 1.4.3. Do the information and communication technology (ICT) systems enable staff to deliver a quality service, meeting the needs of all children and young people?
- 1.4.4. Is analysis, evidence and learning used effectively to drive improvement?

## 2. Court disposals

Standards and key questions	Rating and % yes
<b>2.1. Assessment</b> Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	<b>Requires improvement</b>
2.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	86%
2.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	76%
2.1.3. Does assessment sufficiently analyse how to keep other people safe?	62%

<p><b>2.2. Planning</b></p> <p>Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.</p>	<p><b>Requires improvement</b></p>
<p>2.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?</p>	<p>83%</p>
<p>2.2.2. Does planning focus sufficiently on keeping the child or young person safe?</p>	<p>56%</p>
<p>2.2.3. Does planning focus sufficiently on keeping other people safe?</p>	<p>57%</p>
<p><b>2.3. Implementation and delivery</b></p> <p>High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.</p>	<p><b>Good</b></p>
<p>2.3.1. Does the implementation and delivery of services effectively support the child or young person's desistance?</p>	<p>90%</p>
<p>2.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person?</p>	<p>83%</p>
<p>2.3.3. Does the implementation and delivery of services effectively support the safety of other people?</p>	<p>74%</p>
<p><b>2.4. Reviewing</b></p> <p>Reviewing of progress is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.</p>	<p><b>Requires improvement</b></p>
<p>2.4.1. Does reviewing focus sufficiently on supporting the child or young person's desistance?</p>	<p>76%</p>
<p>2.4.2. Does reviewing focus sufficiently on keeping the child or young person safe?</p>	<p>61%</p>
<p>2.4.3. Does reviewing focus sufficiently on keeping other people safe?</p>	<p>56%</p>

### 3. Out-of-court disposals

Standards and key questions	Rating and % yes
<p><b>3.1. Assessment</b></p> <p>Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.</p>	<b>Inadequate</b>
3.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	61%
3.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	36%
3.1.3. Does assessment sufficiently analyse how to keep other people safe?	32%
<p><b>3.2. Planning</b></p> <p>Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.</p>	<b>Inadequate</b>
3.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?	68%
3.2.2. Does planning focus sufficiently on keeping the child or young person safe?	44%
3.2.3. Does planning focus sufficiently on keeping other people safe?	30%
<p><b>3.3. Implementation and delivery</b></p> <p>High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.</p>	<b>Requires improvement</b>
3.3.1. Does service delivery support the child or young person's desistance?	82%
3.3.2. Does service delivery effectively support the safety of the child or young person?	72%
3.3.3. Does service delivery effectively support the safety of other people?	55%

3.4. Joint working	Outstanding
Joint working with the police supports the delivery of high-quality, personalised and coordinated services.	
3.4.1. Are the YOT's recommendations sufficiently well-informed, analytical and personalised to the child or young person, supporting joint decision-making?	82%
3.4.2. Does the YOT work effectively with the police in implementing the out-of-court disposal?	100%

## Annex 3 – Glossary

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<b>AssetPlus</b>	Assessment and planning framework tool developed by the Youth Justice Board for work with children and young people who have offended, or are at risk of offending, that reflects current research and understanding of what works with children
<b>Court disposals</b>	The sentence imposed by the court. Examples of youth court disposals are referral orders, youth rehabilitation orders and detention and training orders.
<b>Child looked after</b>	The definition of looked-after children (children in care) is found in the Children Act 1989. A child is looked after by a local authority if a court has granted a care order to place a child in care, or a council's children's services department has cared for the child for more than 24 hours.
<b>Desistance</b>	The cessation of offending or other antisocial behaviour.
<b>Detention and training order</b>	Prison sentence for a child or young person. The length is specified by the court, and the child or young person is placed in either a secure children's home, secure training centre or young offenders institution. The placement is dependent on age and vulnerability. The detention and training order will have both custodial and community elements, when the child or young person will be released on licence
<b>ETE</b>	Education, training and employment: work to improve learning, and to increase future employment prospects.
<b>Enforcement</b>	Action taken by a case manager in response to a child or young person's failure to comply with the actions specified as part of a community sentence or licence. Enforcement can be punitive or motivational.
<b>First-time entrant</b>	A child or young person who receives a statutory criminal justice outcome (youth caution, youth conditional caution or conviction) for the first time
<b>LARP</b>	Leeds Assessment Review Plan: the written document by which Leeds YJS assesses, plans and reviews out-of-court disposals.
<b>Learning style</b>	A theory that individuals have a preferential way to absorb, process, comprehend and retain information. They can include, for example, solitary

	or group learning, discussion or practical teaching styles.
<b>Multi-agency public protection arrangements</b>	Where probation, police, prison and other agencies work together locally to manage offenders who pose the highest risk of harm to others. Level 1 is single agency management, where the risks posed by the offender can be managed by the agency responsible for the supervision or case management of the offender. Levels 2 and 3 require active multi-agency management.
<b>MACE</b>	Multi-Agency Child Exploitation: the framework which describes Leeds YJS's arrangements when responding to the challenge of children who are vulnerable to exploitation, including: child sexual exploitation, missing from home, criminal exploitation, modern slavery and trafficking.
<b>Out-of-court disposal</b>	The resolution of a normally low-level offence, where it is not in the public interest to prosecute, through a community resolution, youth caution or youth conditional caution
<b>Personalised</b>	A personalised approach is one in which services are tailored to meet the needs of individuals, giving people as much choice and control as possible over the support they receive. We use this term to include diversity factors.
<b>Risk of Serious Harm</b>	A term used in AssetPlus. All cases are classified as presenting a low/medium/high/very high risk of serious harm to others. HMI Probation uses this term when referring to the classification system, but uses the broader term 'risk of harm' when referring to the analysis which should take place in order to determine the classification level. This helps to clarify the distinction between the probability of an event occurring and the impact/severity of the event. The term 'risk of serious harm' only incorporates 'serious' impact, whereas using 'risk of harm' enables the necessary attention to be given to those young offenders for whom lower impact/severity harmful behaviour is probable
<b>Safeguarding</b>	A wider term than 'child protection' and involves promoting a child or young person's health and development, and ensuring that their overall welfare needs are met
<b>Safety and Wellbeing</b>	AssetPlus replaced the assessment of vulnerability with a holistic outlook of a child or young person's safety and wellbeing concerns. It is defined as "...those outcomes where the young person's safety and wellbeing may be compromised through their own behaviour, personal circumstances or because

	of the acts/omissions of others" (AssetPlus Guidance, 2016)
<b>YOT/YJS/YOS</b>	Youth offending team is the term used in the <i>Crime and Disorder Act 1998</i> to describe a multi-agency team that aims to reduce youth offending. YOTs are known locally by many titles, such as youth justice service (YJS), youth offending service (YOS), and other generic titles that may illustrate their wider role in the local area in delivering services for children.
<b>YOT/YJS Management Board</b>	The YOT Management Board holds the YOT to account to ensure it achieves the primary aim of preventing offending by children and young people.
<b>Youth rehabilitation order</b>	Overarching community sentence to which the court applies requirements (for example, supervision requirement, unpaid work)
<b>Youth Justice Board (YJB)</b>	Government body responsible for monitoring and advising ministers on the effectiveness of the youth justice system. Providers of grants and guidance to the youth offending teams.



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