



INSPECTION CRITERIA

for

FULL JOINT INSPECTION

(for use in inspections with fieldwork commencing 1st October 2014 and after)



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¹ The word 'Sentence' refers to all sentences of the court, whether custodial or in the community.

INTRODUCTION

These inspection criteria are for use in the core module of the Full Joint Inspection (FJI) of youth offending work in England and Wales.

They identify those aspects of the work with children and young people who have offended that are included in our inspection programme. The criteria are each followed by a list of the quality indicators that inspectors use to assess performance.

Under the FJI programme, we inspect youth offending work in a small number of selected local authority areas each year. The inspection focuses on the quality of work in statutory cases from the point of sentence up to the date of inspection. Its objective is to seek assurance that work is being done well enough to reduce reoffending and achieve other supporting outcomes. Leadership, management and partnership are also inspected within the four practice based themes in so far as they most directly affect the quality of practice; with evidence drawn from a range of sources, including from the inspection of individual cases.

Governance aspects of leadership, management and partnership are inspected within the fifth theme of the inspection. The criteria for this theme provide a benchmark for the governance and strategic leadership found across the Management Board and beyond, to identify how well strategic partners work together effectively and drive quality to reduce reoffending, not only across YOT provision but also across other services within the YOT partnership that provide for young people who offend or who are likely to offend. We expect to find a good local strategic understanding of, and focus on reducing offending and reoffending across all disciplines.

In inspections conducted in England an inspector from the Care Quality Commission (CQC), together with two inspectors from Ofsted, specialising in learning & development and social care, and an inspector from HMI Constabulary are involved in partnership with HMI Probation. When inspecting in Wales there is a similar partnership with HMI Constabulary, the Care and Social Services Inspectorate Wales (CSSIW), Estyn and Healthcare Inspectorate Wales (HIW).

Each FJI inspection may also include one additional module. The selection of an additional module is normally determined by the particular reasons for conducting that inspection. Criteria for additional modules are published separately.

A shorter SQS (Short Quality Screening) programme runs alongside the FJI programme. Under this programme, we visit between 20 and 30 YOTs each year to conduct a short inspection. Separate criteria are published for the SQS programme, which are a subset from the FJI programme. The SQS programme focuses on the quality of casework at the start of sentence through primarily to the time post sentence when initial plans should have been in place. The programme treats this initial work as an indicator of the likelihood of positive outcomes following completion of the full sentence.

Please note:

Youth Offending Team [YOT] - The generic term YOT is used, since this is the term found within legislation (Crime and Disorder Act 1998). However we recognise that local areas operate a variety of models and terms to deliver the objectives outlined in the legislation. We inspect work with children and young people who have offended or who are likely to offend irrespective of who actually undertakes that work.

Revised September 2014

1. REDUCING REOFFENDING

Reoffending is reduced through the services provided by the YOT and others. Good quality assessment and planning, the delivery of appropriate interventions, positive leadership, effective management and partnership work increase the likelihood of successful outcomes.

1.1 Work to reduce reoffending has positive sustainable outcomes

1.1.1 Positive sustainable outcomes are achieved in relation to reducing reoffending through effective supervision by the YOT.

Quality Indicators:

- *There is a reduction in reoffending and improvement in offending related behaviour.*
- *Specifically there is a reduction in reoffending and improvement in offending related behaviour for looked after children and other potentially disadvantaged groups.*
- *Planned interventions intended to reduce reoffending are completed with positive outcomes.*
- *There is an overall improvement in those factors most closely linked to reoffending.*
- *There is improvement in health (including emotional or mental health and physical health) and a reduction in substance misuse, in particular as these relate to reoffending.*
- *There is improvement in Education, Training and Employment (ETE), in particular as these relate to reoffending.*
- *There is improvement, where relevant, in living arrangements and parenting capacity where these relate to reoffending.*
- *Outcomes achieved are capable of being sustained, including through the use of exit plans and partnership resources.*

1.2 Assessment provides a robust framework for work to reduce reoffending

1.2.1 The needs of children and young people who have offended are thoroughly understood, through timely and good quality assessment.

Quality indicators:

- *Comprehensive and good quality assessment is undertaken of the factors linked to offending by the child or young person, which includes relevant aspects of their local context or family background. Assessment is accurate, timely and analytical.*
- *There is sufficient assessment of health (including emotional or mental health and physical health) and of substance misuse needs, in particular as these relate to reoffending.*
- *There is sufficient assessment of ETE needs, in particular as these relate to reoffending.*
- *There is sufficient assessment of living arrangements and parenting capacity, in particular as these relate to reoffending.*
- *Positive influences such as supportive and pro-social factors are also identified and assessed.*

- *The views of children and young people, their parents/carers and other evidence are brought together to form a coherent assessment.*
- *Sufficient attention is paid to understanding barriers to engagement and other potential discriminatory factors.*
- *In particular assessment gives sufficient attention to the first, or preferred, language of the child or young person.*
- *Assessments draw sufficiently on those previously carried out, including those of other agencies.*
- *Sufficient attention is given to identifying and gaining access to assessments carried out by other agencies.*
- *All relevant staff, and other agencies as required, are actively and meaningfully involved in the assessment.*
- *The outcomes of assessments are shared as appropriate with all workers involved in the case.*
- *Assessments are regularly reviewed, as required by the needs of the case. This includes at the start of sentence when the initial assessment was carried out for a court report, and following any significant change in the child or young person's circumstances or receipt of new information.*
- *Offending, and offending related behaviour is actively and effectively monitored by staff, and responded to appropriately*
- *The suitability of children and young people for specific interventions to reduce reoffending is accurately assessed.*

1.2.2 Understanding by courts of the child or young person, their circumstances and their behaviour is promoted by good quality reports.

Quality indicators:

- *Reports are effective in influencing the outcome.*
- *Reports are of good quality and meet the needs of the reader.*
- *Reports contain a thorough analytical assessment of offending related behaviour, risk of harm and vulnerability.*
- *Where relevant, reports contain a thorough assessment of health (including emotional or mental health and physical health) and substance misuse.*
- *Where relevant, reports contain thorough and accurate assessment of ETE needs.*
- *Reports provide a clear and accurate picture of the child or young person, including where relevant, maturity and other relevant diversity or potential discriminatory factors, as required by the purpose of the report.*
- *Where relevant, sufficient attention is given to the impact of a custodial sentence.*
- *Reports contain clear and appropriate proposals commensurate with the seriousness of the offence and the assessment of the child or young person.*

1.3 Planning increases the likelihood of the required work being undertaken to reduce reoffending

1.3.1 Good quality timely plans are in place for work to reduce reoffending.

Quality Indicators:

- *Intervention plans meet the outcomes from the relevant assessment, and are targeted on those factors most likely to reduce offending.*

- *Plans give sufficient attention to health (including emotional or mental health and physical health) and substance misuse needs, in particular as these relate to reoffending.*
- *Plans give sufficient attention to ETE needs, in particular as these relate to reoffending.*
- *Plans give sufficient attention to living arrangements and parenting capacity, in particular as these relate to reoffending.*
- *Intervention plans specifically identify interventions to, and integrate any specific plans to, address offending behaviour, manage risk of harm to others and to reduce vulnerability, according to the needs of the case.*
- *Intervention plans are sequenced according to risk of harm to others, offending related priorities and, in appropriate cases, to reduce vulnerability.*
- *Sufficient priority is given to strengthening or reinforcing positive factors.*
- *Clear, specific and achievable goals are set that are relevant and meaningful to the child or young person.*
- *Outcome objectives and the intensity of delivery respond appropriately to diversity factors, potential discriminatory factors and the circumstances of the individual child or young person. Plans make clear the actions that will be taken to address these factors in relation to the provision of interventions.*
- *In particular planning gives sufficient attention to the first, or preferred, language of the child or young person.*
- *Plans clearly reflect the views of the child or young person and, where relevant, their parents/carers on priorities for change.*
- *Sufficient priority is given to restorative justice and meeting the needs of victims.*
- *Staff and other agencies, including community panels for referral orders, work effectively together to develop the plan.*
- *Plans specifically outline how interventions to address offending behaviour should be delivered.*

1.3.2 Custodial sentence plans are good quality and support delivery of a well integrated sentence.

Quality indicators:

- *Staff, and partners where required, are actively and meaningfully involved in development and review of the custodial sentence plan.*
- *Custodial sentence plans clearly reflect the assessment of those factors most likely to reduce offending.*
- *Custodial sentence plans clearly reflect the views of the child or young person and, where relevant, their parents/carers.*
- *Custodial sentence plans are clear about what aspects are to be delivered during each of the custodial and community phases of the sentence.*
- *Sufficient focus is given to resettlement planning throughout the custodial phase of the sentence.*

1.3.3 The quality and momentum of work with the child or young person is maintained through regular reviews of progress and adaptation of plans as required.

Quality Indicators:

- *There are regular, scheduled reviews of the effectiveness and appropriateness of intervention plans.*
- *Reviews respond appropriately to the changing needs of the child or young person.*
- *Plans, including learning support and other plans where required, are adapted as required and remain of good quality.*

- *Reviews and plans clearly reflect the views of the child or young person and, where relevant, their parents/carers.*
- *All relevant staff and other agencies are sufficiently involved in the reviews.*

1.4 Delivery of interventions makes a sufficient contribution to reducing reoffending

1.4.1 The delivery of interventions is of good quality:

Quality Indicators:

- *Delivered interventions are of good quality and use appropriate resources that engage the child or young person.*
- *The delivery of interventions pays sufficient attention to diversity factors, potential discriminatory factors and the circumstances of the individual child or young person.*
- *In particular the delivery of interventions gives sufficient attention to the first, or preferred, language of the child or young person.*
- *There is a clear structure to the way that interventions are delivered.*
- *Delivery of interventions, including those by partners and other staff, is well coordinated and sequenced appropriately.*
- *Delivery of interventions is implemented in line with effective practice.*
- *Delivered interventions give sufficient priority to restorative justice.*
- *Interventions to reduce reoffending are delivered as their design intended.*
- *Sufficient attention is paid to the safety of intervention and learning resources, particularly in specialist and practical settings.*
- *Learning programmes meet the needs and interests of learners, employers and the community.*

1.4.2 An appropriate range of interventions is delivered to reduce reoffending:

- *Interventions are consistent with the assessment and plan of work in the case.*
- *The delivery of interventions is responsive to reviews and progress made, along with the needs and abilities of the child or young person*
- *Delivered interventions are clearly focused on reducing reoffending, managing risk of harm and, in appropriate cases reducing vulnerability.*
- *Where offending related factors have been identified with regard to health (including emotional or mental health and physical health) or substance misuse then interventions are delivered to address these.*
- *Where offending related factors have been identified with regard to ETE then interventions are delivered to address these.*
- *Where offending related factors have been identified with regard to living conditions or parenting capacity then interventions are delivered to address these.*
- *Where offending factors have been identified related to the quality of care then interventions are delivered to address these.*
- *There is an appropriate balance between interventions delivered to reduce reoffending, manage risk of harm to others and reduce vulnerability.*
- *Staff are sufficiently persistent in ensuring that interventions to reduce reoffending are delivered as planned.*

1.4.3 Custodial cases are delivered as a single integrated sentence:

Quality indicators:

- *Staff are actively and meaningfully involved in planning throughout the custodial phases of sentences.*
- *There is effective communication between all workers involved in the case, including health, ETE, children's social care, substance misuse workers and police as appropriate.*
- *Staff have sufficient direct involvement with children and young people during the custodial phase of sentences.*
- *Where appropriate interventions to reduce reoffending are delivered during the custodial phase of the sentence*
- *Sufficient attention is given to resettlement during the custodial phase of the sentence.*
- *Community sentence plans draw on and complement work undertaken in custody.*

1.5 Leadership, management and partnership work make a positive difference to reducing reoffending

1.5.1 Managers are effective in ensuring that reducing reoffending is addressed through the provision of good quality services.

Quality indicators:

- *There are effective and timely local systems to monitor outcomes and support continuous improvement.*
- *There are effective and timely local systems to assist staff to monitor offending behaviour*
- *Managers ensure that learning is gained from both positive and adverse outcomes in a timely manner, and this is used to increase positive outcomes across the YOT.*
- *The YOT evaluates the effectiveness of its interventions. Data and analysis arising from this are used to improve practice.*
- *Interventions to reduce reoffending are undertaken within a clear policy and practice framework. Priority is given to meeting the needs of victims and the use of restorative justice.*
- *Management and other arrangements ensure the quality of work to reduce reoffending.*
- *Management and other arrangements ensure the quality of reports.*
- *The range of interventions available within the YOT to reduce reoffending is based on an analysis of need. Where appropriate there is effective work with other areas to ensure comprehensive and efficient provision of the required services.*
- *Appropriate resources are available and used to address the assessed needs in individual cases.*
- *Partners provide sufficient resources and support to the YOT, so that they make an effective contribution to assessment and planning, and the delivery of interventions, in particular as these relate to reducing reoffending.*
- *Partners work together to ensure that children and young people have sufficient access to the interventions that they need.*
- *Staff are adequately trained, qualified, experienced and supported to ensure that interventions are delivered to a high quality standard.*
- *Interventions to reduce reoffending are underpinned by effective practice.*
- *Management arrangements ensure efficient take up and completion of interventions by children and young people; including sufficient attention to the sequencing, scheduling, resourcing, staffing and other practical arrangements for delivery of interventions.*
- *Joint working with the local Probation Trust and other YOTs facilitates the smooth transfer of cases and continuity of services.*

2. PROTECTING THE PUBLIC

Actual and potential victims are kept safe through the effective management of risk of harm to others. Good quality assessment and planning, the delivery of appropriate interventions, positive leadership, effective management and partnership work increase the likelihood of successful outcomes.

2.1 Work to manage the risk of harm to others increases the safety of actual and potential victims

2.1.1 Positive sustainable outcomes are achieved in relation to risk of harm to others through effective supervision by the YOT.

Quality indicators:

- *The public and identified actual or potential victims are protected, with any risk of harm managed well.*
- *All reasonable steps are taken to keep to a minimum the child or young person's risk of harm to others.*
- *Improvements achieved in relation to risk of harm are capable of being sustained, including through the use of exit plans and partnership resources which facilitate a planned and appropriate reintegration into the wider community.*
- *Interventions to address risk of harm are delivered as intended.*

2.2 Assessment provides a robust framework for work to manage risk of harm to others

2.2.1 Risk of harm to others posed by the child or young person is thoroughly understood, through timely and good quality assessment that takes account of victims' needs.

Quality indicators:

- *Risk of harm to others assessment, including initial screening, is of good quality; being timely, comprehensive and analytical; addressing all aspects of actual and potentially harmful behaviour that are relevant to the case.*
- *The assessment clearly specifies the nature and level of risk to actual and potential victims, including staff and the general public, and sufficiently reflects any diversity or potential discriminatory factors in the case.*
- *Specific attention is given to the needs of vulnerable victims, motivation and the context in which harm has or may occur.*
- *The Risk of Serious Harm (RoSH) classification, Multi-Agency Public Protection Arrangements (MAPPA) category and level, where applicable, are clear and accurate and are communicated to all relevant staff and other agencies.*
- *Reports to courts and others include a clear and thorough assessment of risk of harm to others.*
- *Agencies work together well in the assessment of risk of harm, including where appropriate in undertaking multi-agency assessments.*
- *Assessments draw adequately on MAPPA, other agencies' and previous assessments.*

- *In custodial cases the assessment is clear about the risk of harm that applies both in custody and the community.*

2.3 Planning maximises the likelihood of victims being protected

2.3.1 Timely and good quality plans maximise the likelihood of actual and potential victims being protected and risk of harm to others being reduced.

Quality indicators:

- *A comprehensive and current plan to manage risk of harm is completed where required; it covers risk to specific victims where applicable.*
- *The plan to manage risk of harm is regularly reviewed, and adapted as required*
- *Specific priority is given to overcoming barriers to engagement by the child or young person that may have an impact on managing the risk of harm.*
- *Plans to manage risk of harm are clear and specific, appropriate to the circumstances of the case, with a clear link between assessment and the plan.*
- *Plans anticipate changes in risk of harm/acute factors wherever feasible, and include sufficient contingency planning.*
- *Plans are precise about roles and responsibilities for their delivery.*
- *Arrangements for sharing information about the case with partners or others are clear and precise. Where appropriate they are understood by, and agreed with, those involved.*
- *Plans are communicated to and agreed with all those involved in their delivery.*
- *In custodial cases plans are clear about what actions are to be undertaken during each of the custodial and community phases of the sentence, including actions to manage risk of harm to others in preparation for release.*
- *Agencies work together well in planning risk of harm work.*
- *MAPPA are utilised effectively for appropriate cases.*
- *Intervention plans include actions to manage risk of harm where these are required and are then sequenced according to risk of harm.*

2.4 Required work is undertaken to manage the risk of harm to others and this is of good quality

2.4.1 Victims are protected and risk of harm to others is minimised through active management throughout the sentence.

Quality Indicators:

- *Risk of harm is actively managed throughout the course of the sentence.*
- *There is effective joint working with others involved in the case, including other agencies, to manage risk of harm.*
- *Priority is given to the delivery of constructive interventions related to the management of risk of harm, and the monitoring of restrictive interventions.*
- *Interventions to manage risk of harm, whether constructive or restrictive, are delivered as planned, are appropriate to the circumstances of the case, and are of good quality.*
- *Risk of harm is regularly and thoroughly reviewed at appropriate times and following a significant change that might give rise to concern.*

- *Changes in risk of harm factors are identified swiftly and acted upon appropriately, including the use of breach proceedings in appropriate cases to protect the public.*
- *Staff and other agencies working with the child or young person understand the risk of harm posed by them and their contribution to its management.*
- *Case managers and all other relevant staff contribute effectively to MAPPA processes and other multi-agency meetings relating to risk of harm; including following through actions from meetings.*
- *Purposeful home visits are carried out in accordance with the assessed level of risk of harm throughout the course of the sentence.*
- *Action is taken when necessary to monitor and protect the safety of actual and potential victims throughout the sentence, particularly for those deemed vulnerable.*
- *When cases are transferred, joint working with the local Probation Trust and other YOTs ensures the continuity of services to manage risk of harm.*

2.5 Positive leadership, effective management and partnership work ensures the public is protected

2.5.1 Positive leadership maximises the likelihood that the public is protected through the work of the YOT. Managers are effective in ensuring that risk of harm is properly prioritised and managed, through the provision of good quality services.

Quality Indicators:

- *There are effective and timely local systems to monitor outcomes and support continuous improvement.*
- *Managers ensure that learning is gained from both positive and adverse outcomes in a timely manner, and this is used to increase the likelihood of positive outcomes across the YOT.*
- *The YOT evaluates the effectiveness of its work to manage risk of harm to others. Data and analysis arising from this are used to improve practice.*
- *Clear and effective leadership is provided to ensure that work to manage risk of harm has high priority.*
- *Appropriate resources are available, either internally or from partners; which are then allocated according to the assessed risk of harm.*
- *An effective strategic contribution is made to MAPPA and other local public protection arrangements.*
- *YOTs engage with local partners, including the police, probation and children's social care services, to ensure an effective contribution to work to manage risk of harm.*
- *Operational management of risk of harm work ensures the quality of practice and is undertaken within a clear policy and practice framework, with responsibilities for the management of risk of harm understood and applied by all relevant staff and agencies.*
- *Where internal forums contribute to the oversight of work to manage risk of harm then these are effective.*
- *Managers ensure that required services to manage or address risk of harm are delivered as required.*

3. PROTECTING THE CHILD OR YOUNG PERSON

Children and young people are kept safe and their vulnerability reduced through positive leadership and the effective management of cases by the YOT and its partners. The YOT makes an effective contribution to multi-agency child protection arrangements.

3.1 Positive sustainable outcomes are achieved in relation to protecting children and young people and reducing their vulnerability

3.1.1 Positive sustainable outcomes are achieved in relation to protecting children and young people and reducing their vulnerability, through effective supervision by the YOT and engagement with local child protection arrangements.

Quality Indicators:

- *Effective intervention by the YOT, including joint intervention with social care services and other agencies, achieves positive and sustainable outcomes in reducing vulnerability.*
- *All necessary action is taken to protect children and young people, particularly through effective engagement with local child protection arrangements.*
- *Interventions to protect children and young people and reduce their vulnerability are delivered as planned.*

3.2 Assessment provides a robust framework for work to protect children and young people and reduce their vulnerability

3.2.1 Child protection and vulnerability needs are thoroughly understood, through timely and good quality assessment.

Quality indicators:

- *Timely and good quality assessment by the YOT and its partners, establishes the level of the child or young person's safety and vulnerability.*
- *If necessary formal child protection procedures are implemented. In these cases, there is effective and timely engagement with local child protection arrangements to support the completion of the child protection assessment.*
- *Agencies share information appropriately.*
- *The assessment clearly specifies the nature and level of risk to the child or young person, and identifies appropriately any ethnicity or other diversity factors, including where these relate to the first, or preferred, language.*
- *The child or young person and, where appropriate, parents/carers are actively engaged in the assessment.*
- *There is effective liaison with children's social care services in undertaking the assessment, to ensure that it is informed by knowledge gained from any previous involvement.*

- *Assessment draws on those previously carried out by the YOT and other agencies including by the police, secure establishments, children's social care services, education, health (including emotional or mental health and physical health) and substance misuse services.*
- *In custodial cases, and cases where the child or young person is placed in secure care, the assessment is clear about their vulnerability that applies both in the establishment and in the community, and this is effectively communicated to all involved in the case.*
- *Assessment of vulnerability is regularly reviewed at appropriate times and following a significant change that might give rise to concern.*
- *There is good communication of the outcomes of assessment to all those involved including the child or young person and their parents/carers.*
- *Reports to courts and others include a clear and thorough assessment of the vulnerability of the child or young person.*

3.3 Planning maximises the likelihood of children and young people being protected

3.3.1 Timely and good quality plans maximise the likelihood of children and young people being protected and their vulnerability needs addressed.

Quality Indicators;

- *A comprehensive and current plan is completed, which demonstrably takes account of ethnicity and diversity, to reduce vulnerability where assessment shows that a child or young person needs protection.*
- *The plan is clear and specific and addresses the risks and needs of the child or young person that have been identified in the assessment.*
- *Plans demonstrate that sufficient attention is given to health (including emotional or mental health and physical health) and to achieving a reduction of substance misuse.*
- *Plans give sufficient attention to education, training and employment (ETE) needs, particularly where these relate to protecting the child or young person and reducing their vulnerability.*
- *Plans give sufficient attention to living arrangements and parenting capacity, where these relate to protecting the child or young person and reducing their vulnerability.*
- *Staff contribute to the development of child protection plans, and ensure that these properly reflect the contribution of the YOT.*
- *Where necessary staff challenge the decisions of other agencies in order to ensure that appropriate child protection plans are in place.*
- *Changes in child protection and vulnerability factors are anticipated and built into contingency plans which are shared across agencies when required.*
- *Plans are clear and precise about roles and responsibilities for their delivery and are effectively communicated to those involved in their delivery.*
- *Arrangements for sharing information about the case with partners or others are clear, precise and understood.*
- *Where relevant, plans to protect the child or young person and reduce their vulnerability are integrated into other plans of work with the child or young person.*
- *In all cases where children and young people are placed in the secure estate, plans specify the work to be undertaken in the establishment, in preparation for, and following release into the community.*

- *Agencies work together well in planning processes to protect children and young people and reduce their vulnerability. An effective contribution is made by the YOT to the plans of other agencies.*
- *Plans to manage vulnerability are regularly reviewed at appropriate times, and adapted as required.*
- *All necessary referrals are made to other agencies to protect the child or young person, and any other affected child or young person.*

3.4 Required work, of good quality, is undertaken to protect the child or young person and reduce their vulnerability

3.4.1 Children and young people are protected and their vulnerability reduced through active case management throughout the sentence.

Quality indicators:

- *All necessary immediate action, including information sharing, is taken to protect the child or young person known to the YOT, and any other identified child or young person.*
- *Staff work effectively with other agencies to protect the child or young person and to reduce their vulnerability.*
- *Vulnerability is regularly and thoroughly reviewed, including in circumstances where a significant change has occurred that might give rise to concern.*
- *Staff play an active role in ensuring that work by partners is timely and effective, including through an effective contribution to all relevant multi-agency meetings.*
- *Changes in levels of risk and vulnerability are identified swiftly and acted upon appropriately.*
- *Sufficient priority is given to the delivery of interventions to protect the child or young person and reduce their vulnerability.*
- *Interventions are delivered as planned, are appropriate to the circumstances of the case, and are of good quality.*
- *In custodial cases the secure establishment is made aware by the YOT of the child or young person's vulnerability prior to sentence and this information is acted on. Where the establishment cannot meet their needs, the YOT makes representations to the YJB requesting a change of placement.*
- *In custodial cases sufficient attention is given to child protection and vulnerability in preparation for release into the community.*
- *Purposeful home visits are carried out in accordance with any child protection or safeguarding plan, and to support continuing assessment, throughout the course of the sentence.*
- *Children and young people are regularly seen alone, to ensure that their changing needs and concerns are well understood.*

3.5 Positive leadership, effective management and partnership work ensures that children and young people are protected and their vulnerability is reduced.

3.5.1 Positive leadership maximises the likelihood that children and young people are protected and their vulnerability reduced through the work of the YOT. Managers are effective in ensuring that this work has sufficient priority and is properly delivered through the provision of appropriate and good quality services.

Quality indicators:

- *There are effective and timely local systems to monitor outcomes and support continuous improvement.*
- *Managers ensure that learning is gained from both positive and adverse outcomes in a timely manner, and this is used to increase the likelihood of positive outcomes across the YOT.*
- *The YOT evaluates the effectiveness of its work to protect and reduce the vulnerability of children and young people. Data and analysis arising from this are used to improve practice.*
- *Clear and effective leadership ensures priority is given to protecting children and young people.*
- *Managers ensure that services to protect children and young people are delivered as required.*
- *Performance management information, serious case reviews and other learning is used actively to improve services.*
- *Feedback from service users and staff is used by the YOT to improve services.*
- *An active and effective contribution is made by the YOT to local child protection arrangements.*
- *Local partners work together well to protect and reduce the vulnerability of children and young people known to the YOT.*
- *There is effective joint working with the local children's social care service, which includes making available sufficient social work expertise and advice to the YOT.*
- *Managers ensure that access arrangements and thresholds for referral to other social care services are in place and are clear and well understood by YOT staff.*
- *Managers ensure that there are effective arrangements to address the health needs of children and young people (including emotional or mental health and physical health. This includes substance misuse.*
- *Operational management of work to protect and reduce the vulnerability of children and young people is effective in ensuring that the quality of practice is at least good, work is clearly recorded and undertaken within a clear policy and practice framework with responsibilities understood and applied by all relevant staff and agencies.*
- *YOT managers ensure that effective systems are in place to monitor the progress of all children and young people about whom there are safety and well-being concerns.*

4. ENSURING THAT THE SENTENCE IS SERVED

Effective engagement with children and young people and their families, ensuring that children and young people comply with their sentences, attention to the health and well-being of the child or young person, positive leadership, effective management and partnership work increase the likelihood of successful outcomes from the sentence.

4.1 The likelihood of successful outcomes from the sentence is increased by good quality engagement with the child or young person and their family

4.1.1 The child or young person and their parents/carers are meaningfully engaged throughout their contact with the YOT.

Quality indicators:

- *There is active and meaningful engagement with the child or young person and parents/carers to carry out assessments and reviews.*
- *Assessments allow sufficient opportunity for children and young people to tell their own story.*
- *Assessments reflect the child or young person, parent/carers and any significant others' views about their needs.*
- *Children and young people and their parents/carers understand reports and are provided with a copy of court reports before the court date.*
- *Children and young people and their parents/carers are actively involved in the development of plans, and are provided with a timely copy.*
- *Plans are meaningful to children and young people, being written in language that they understand and clearly reflect their opinions on priorities for change.*
- *Children and young people and their families sufficiently understand and own the nature and requirements of the planned interventions, the expectations on their behaviour and the outcomes they should expect from their involvement.*
- *Children and young people and their parents/carers are meaningfully involved in reviews of progress and in constructing revised plans. Their views are clearly reflected.*
- *Staff maintain a positive working relationship with the child or young person, motivate them and reinforce positive behaviour.*
- *In custodial cases staff have effective engagement with children and young people in addition to the requirements of formal planning meetings.*
- *Staff support children and young people throughout the course of their sentence.*
- *Parents/carers are involved as appropriate throughout the delivery of interventions, particularly to support the work of the YOT.*

4.1.2 The likelihood of successful outcomes is increased through identifying and responding to barriers to effective engagement.

Quality indicators:

- *There is timely and good quality assessment of potential barriers to engagement and access to services by the child or young person, including learning needs, disability and*

other potential discriminatory or diversity factors. Where appropriate, plans are put in place to mitigate their impact.

- *Sufficient attention is given to identifying the first, or preferred, language of children and young people and their parents/carers. Where appropriate sufficient attention is given to enabling the child or young person and their parents/carers to work with the YOT in their first, or preferred, language.*
- *Specific attention is given in all cases to understanding and addressing the speech, language or communication needs of children and young people to ensure that methods of working meet their individual needs.*
- *Assessments and plans to address diversity factors and barriers to engagement are clearly communicated to all involved in the case.*
- *Sufficient attention is given to issues of vulnerability and health and well-being, where these act as a barrier to effective engagement with the sentence.*

4.2 Children and young people serve the sentence that they have received

4.2.1 The requirements of the sentence are met and, where appropriate, enforcement action is taken following non-compliance.

Quality Indicators:

- *Children and young people comply with their sentence or, in appropriate cases, compliance with the sentence improves.*
- *The child or young person and, where appropriate their parents/carers, understand the requirements of the sentence.*
- *Staff motivate children and young people to comply with the sentence.*
- *Action is taken to understand and address barriers to compliance.*
- *Where the child or young person fails to comply with the sentence there is an appropriate response, including breach action where appropriate.*
- *Sufficient contact is arranged with a child or young person to meet the requirements of the sentence.*
- *Sufficient attention is given to implementing all requirements of the sentence.*
- *Where appropriate early revocation is used to increase the likelihood of a successful outcome.*

4.3 The likelihood of a successful outcome from the sentence is increased through attention to the health, well-being education, training, employment (ETE) and other needs of the child or young person

4.3.1 Positive outcomes are achieved in relation to the health, well-being, ETE and other needs of the child or young person, in particular where these may act as a barrier to successful outcomes from the sentence.

Quality indicators:

- *Positive outcomes are achieved in relation to health, well-being and ETE needs, which are sustainable, particularly through the work of the YOT and use of partnership resources.*
- *Staff and partner agencies work together well to promote the health and well-being of the child or young person, and support them throughout the course of their sentence.*

- *Staff and other relevant agencies work together to ensure that transition from custody to community maintains continuity in the provision of mainstream and other services.*
- *Required referrals are made to address health (including emotional or mental health and physical health), substance misuse, ETE, social care and other needs, for example living arrangements, relating to the child or young person.*
- *Interventions are delivered to promote the health, well-being and other needs of the child or young person, when these are linked to reoffending, risk of harm or vulnerability. Agencies work together to coordinate interventions.*
- *Staff and partner agencies work together well to ensure that children and young people receive the right interventions, make good progress and achieve successful outcomes in ETE.*
- *Attention is given, in appropriate cases, to effective re-integration into the wider community.*

4.4 The contribution of managers and partners to the quality of practice increases the likelihood of a positive outcome from the sentence

4.4.1 Managers and partners are effective in ensuring that the YOT is able to deliver a range of good quality services to meet the needs of children and young people.

Quality Indicators:

- *Managers evaluate the effectiveness of services in supporting and achieving positive outcomes and use this to further improve services.*
- *Managers have the required knowledge and skills to provide professional oversight and hold staff accountable for ensuring that work is of good quality and the objectives of the sentence are met.*
- *These skills and knowledge are applied effectively.*
- *Staff, secondees and volunteers are well supervised, trained (including thorough induction of new staff) and supported to deliver their work to a high standard.*
- *Managers ensure that case records are accurate and timely and clearly record the work that has been undertaken.*
- *Staff are trained to recognise and respond appropriately to speech, language and communication needs (SLCN), and other diversity or potential discriminatory factors.*
- *Sufficient attention is given to ensuring that work can be undertaken with children and young people, and their parents/carers, in their preferred language.*
- *Resources for interventions, written and other forms of communication, are suitable for the diverse needs of children and young people.*
- *Engagement with children and young people and response to non-compliance is undertaken within a clear policy and practice framework.*
- *Partnership working, including with local children's social care, education, health and accommodation services, ensures that children and young people access the services they need, including those to address SLCN.*
- *Managers and staff demonstrate an ambitious vision and have high expectations of children and young people with whom they work.*

5. Governance, partnership and management arrangements are effective

Effective governance, partnership and management arrangements are in place. These are effective in reducing offending. They enable the YOT to meet other national and local criminal justice and related objectives, and to deliver and maintain good quality services.

5.1 Leadership and governance – offending is reduced and other criminal justice and related objectives are met

5.1.1 The YOT partnership and Management Board² provide effective governance to ensure that offending is reduced, other national and local criminal justice objectives are met, and positive outcomes are achieved for children and young people who offend or who are likely to offend, their victims and the local community. Equality of opportunity and wider diversity factors are prioritised throughout.

Quality Indicators:

- *The Management Board (referred to in subsequent sections as the Board) has a clear understanding of the local and national outcome priorities for the YOT. These are clearly communicated to, understood and owned by key stakeholders.*
- *Board members and relevant others receive and understand quantitative and qualitative data about the YOT's performance in reducing reoffending and meeting other local and national criminal justice objectives, which is both timely and demonstrates improvements over time.*
- *The Board maintains a focus on ensuring the quality of practice.*
- *The leadership provided by the YOT partnership, through the Board and other governance arrangements, is effective in ensuring that reoffending is reduced and other local and national criminal justice objectives are met; in particular that victims are protected and children and young people who have offended are kept safe.*
- *Local strategic structures facilitate the achievement of local and national objectives.*
- *The Board chair demonstrates leadership by developing synergy between members and encouraging challenge. Members are supported and held to account in their work, as is the YOT Manager³.*
- *The Board is representative of all statutory partners, plus other key YOT partners as appropriate to the local area.*
- *Members attend and contribute effectively to the work of the Board. Members are empowered to make strategic decisions, including negotiating with other services, on matters concerning the YOT.*
- *The Board holds YOT partners to account and ensures they contribute effectively to the delivery of local and national youth justice outcomes.*
- *Board members hold the YOT Manager to account and where necessary commission work on performance in order to identify and achieve improvements.*
- *The Board makes clear and accountable decisions based on robust information.*
- *The Board receives regular analyses of local offending and offending related factors, and uses this information to ensure that appropriate services are commissioned and delivered.*

² We refer in these criteria to Management Board as a generic term relating to the lead body within the local partnership that is responsible for the governance and oversight of youth justice services

³ We refer in these criteria to YOT Manager as a generic term covering the line manager(s) responsible for the work undertaken with children and young people who offend or who are likely to offend

- *A youth justice plan is in place which aids the delivery of local and national criminal justice objectives by anticipating future needs and setting priorities. The plan meets the requirements of national guidance. The Board ensures that the objectives of the youth justice plan are met.*
- *Youth justice plans are integrated with other relevant plans for children and young people to maximise the likelihood of local and national objectives being met.*
- *Sufficient and appropriate resources are utilised effectively to meet assessed needs.*
- *The Board, the YOT and its partners actively promote equality of opportunity and diversity, paying attention to diversity factors throughout their work, and addressing actual or potential discriminatory factors where they exist.*
- *Relevant diversity factors relating to local communities, including ethnicity and differences in offending patterns, are identified and plans put in place to address their impact.*
- *There is a positive and timely response to improve services following YJB, national and local policy developments, inspection and audit, and positive engagement with other improvement processes.*
- *YOT representatives in strategic forums advocate on behalf of the YOT to secure resources and services for the successful rehabilitation of children and young people.*
- *The YOT manager has sufficient seniority to enable them to engage at a senior and strategic level with all relevant local agencies.*

5.2 Partnerships - effective partnerships make a positive difference

5.2.1 The YOT has developed a range of partnerships, which work together well and achieve positive outcomes for children and young people who offend or who are likely to offend, their victims and the local community. Partnership working is effective in reducing offending by children and young people, protecting their victims and keeping those who have offended safe.

Quality indicators:

- *Partners develop quantitative and qualitative data about their contribution to achieving the YOT's performance in reducing offending and meeting other local and national criminal justice objectives. This is both timely and demonstrates improvements over time. They use this to improve the effectiveness of YOT outcomes.*
- *Commissioned work delivered by partners is based on assessed needs, reflects national & local priorities for children and young people who offend or who are likely to offend and take account of appropriate diversity factors.*
- *Plans agreed jointly by the YOT and key partners are implemented, and reviewed regularly. Partner plans provide for the needs of children and young people who have offended.*
- *The YOT Management Board works with partner agencies to tackle under-performance, and ensure improvements in service delivery are evidenced.*
- *The YOT works effectively and efficiently with partners to co-ordinate and share resources (for example, human resources, structural arrangements, information sharing, and delivery of services).*
- *YOT partners contribute to local multi-agency strategies and work with local and national criminal justice and other organisations to ensure successful outcomes are achieved.*
- *Partners ensure sufficient access to the range of specialist staff that is required, so that the YOT is appropriately staffed, and services delivered, by partner agencies, as a minimum according to legislation and Ministry of Justice/Youth Justice Board guidance.*
- *Interventions and services, including health and education, are provided across the authority to meet the needs of children and young people who have offended or are likely to offend.*

- *The YOT works well with courts to assist in the efficient and effective administration of justice for children and young people who have offended.*
- *The YOT contributes effectively to the local Multi-Agency Public Protection Arrangements (MAPPA) and Local Safeguarding Children Board (LSCB) arrangements.*
- *Partners work together to ensure that sufficient resources are provided to meet local, national and statutory priorities, and to secure positive outcomes for children and young people, victims and the local community.*

5.3 Workforce Management - effective workforce management supports quality service delivery

5.3.1 Positive outcomes are more likely to be achieved for children and young people who offend or who are likely to offend, their victims and the local community through provision of effective workforce management arrangements within the YOT that ensure that sufficient high quality and well trained staff are in post to deliver the services that are required.

Quality indicators:

- *The organisation of the YOT is focussed on reducing reoffending and is designed to maximise the likelihood of positive outcomes.*
- *Managers have the required level of knowledge, skills and time to assess and improve the quality of practice, provide effective supervision of staff and oversight of work, and hold staff to account.*
- *The composition of the YOT staff group meets statutory requirements and is sufficient to enable the YOT to deliver the range of youth justice services that are required.*
- *Through the use of seconded staff and otherwise the YOT maintains up to date knowledge of the priorities, operational practice and organisation of statutory and other partners. This is used to ensure the quality of work with children and young people who have offended and to ensure that the services of partners are used effectively when required.*
- *Staff, secondees and volunteers are supported to deliver their work to a high standard, within a clear and consistently applied quality assurance framework.*
- *All staff have clear knowledge and understanding of the YOT's vision for reducing reoffending and delivering positive outcomes for the children and young people they work with, and their role in achieving that vision.*
- *Staff are well supervised and appraised within a performance management framework, in accordance with their role and identified development needs. Performance management is used actively to improve services.*
- *Staff, secondees and volunteers receive good quality effective core training (including thorough induction of new staff) in line with local and national priorities.*
- *The YOT and partners provide development opportunities to enable all staff to meet service delivery outcomes. In particular staff training promotes development opportunities, with training needs regularly reviewed and training plans revised.*
- *All YOT staff understand tasks and boundaries in relation to children and young people and are competent and appropriately qualified to carry out their work.*
- *Staff understand, own and focus on the priorities of the organisation. They respond positively to the introduction and implementation of change.*
- *A comprehensive and effective strategy is in place to maintain continuity of service during periods of planned and unplanned staff absences, and to ensure that staffing and skills requirements are recognised and planned for.*
- *The YOT has in place formal procedures for addressing staff competence and grievance issues as well as a formal service user complaints procedure.*

- *The YOT recognises, celebrates and rewards outstanding work and shares best practice.*

5.4 Learning organisation – learning and improvement increases the likelihood that positive outcomes are achieved and sustained

5.4.1 The YOT is a learning organisation that continually reviews and evaluates the quality and effectiveness of the services provided by itself and by others on its behalf, in order to improve and sustain positive outcomes for children and young people who offend or who are likely to offend, their victims and the local community.

Quality indicators:

- *The YOT and YOT Management Board regularly measure and evaluate their effectiveness in reducing reoffending and meeting other local and national objectives, and use this to ensure that these objectives are met.*
- *The YOT works with partners to develop timely local data about the effectiveness of its work in achieving positive outcomes, and uses this to increase the likelihood that its objectives are met.*
- *Learning from positive and adverse outcomes, including through the gathering and analysis of data, is identified and used to improve practice.*
- *There is a clear focus on continuous improvement, with a robust planning and self assessment framework that ensures that development areas are understood and addressed, and the quality of provision is improved.*
- *Plans, interventions and outcomes are regularly monitored and reviewed to inform improvement.*
- *The YOT management team and partners receive and seek performance information, including reference to performance of disadvantaged and over-represented groups, to improve practice.*
- *Priority is given to seeking the views of partners, providers and service users about the services provided by the YOT; including children and young people, their parents/carers and victims. Their views are used to improve the quality and effectiveness of services.*
- *The YOT has engaged with higher education, pilot programmes and other bodies to help independently evaluate the effectiveness of work undertaken. It is open to its work being scrutinized.*
- *There is a learning culture in the YOT that supports and values continual training and development and applies lessons, from both successful and adverse outcomes, to improve and sustain future work.*