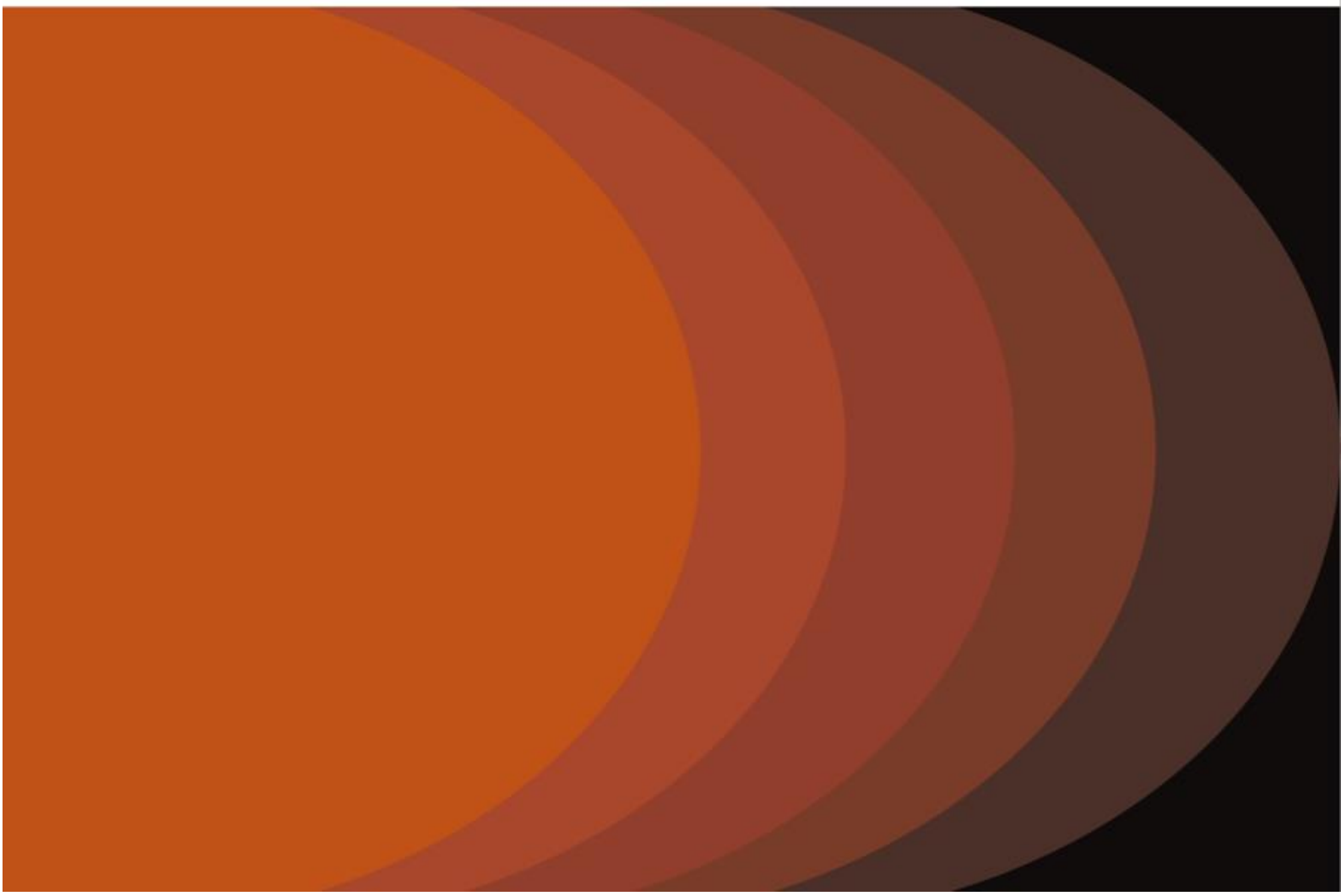




Her Majesty's
Inspectorate of
Probation

An inspection of youth offending services in
Trafford

HM Inspectorate of Probation, February 2021



Contents

Introduction	3
Ratings	4
Recommendations	5
Background	6
Contextual facts	7
1. Organisational delivery	8
1.1. Governance and leadership	9
1.2. Staff	11
1.3. Partnerships and services.....	13
1.4. Information and facilities	17
2. Court disposals	19
2.1. Assessment.....	20
2.2. Planning	22
2.3. Implementation and delivery	25
2.4. Reviewing	27
3. Out-of-court disposals	29
3.1. Assessment.....	30
3.2. Planning	32
3.3. Implementation and delivery	34
3.4. Joint working	36
Annexe 1: Methodology	38

Acknowledgements

This inspection was led by HM Inspector Pauline Burke, supported by a team of inspectors and colleagues from across the Inspectorate. We would like to thank all those who helped plan and took part in the inspection; without their help and cooperation, the inspection would not have been possible.

The role of HM Inspectorate of Probation

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We report on the effectiveness of probation and youth offending service work with adults and children.

We inspect these services and publish inspection reports. We highlight good and poor practice and use our data and information to encourage high-quality services. We are independent of government and speak independently.

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

© Crown copyright 2021

You may re-use this information (excluding logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence or email psi@nationalarchives.gsi.gov.uk.

This publication is available for download at: www.justiceinspectorates.gov.uk/hmiprobation
ISBN 978-1-84099-959-4

Published by:
Her Majesty's Inspectorate of Probation
1st Floor Civil Justice Centre
1 Bridge Street West
Manchester
M3 3FX

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

Introduction

This inspection is part of our four-year programme of youth offending service (YOS) inspections. We have inspected and rated Trafford Youth Justice Service (YJS) across three broad areas of its work, referred to as 'domains': the arrangements for organisational delivery of the service, the quality of work done with children sentenced by the courts, and the quality of out-of-court disposal work. We inspect against 12 'standards', shared between the domains. Overall, Trafford YJS was rated as 'Good'.

Our standards are based on established models and frameworks, which are grounded in evidence, learning and experience. They are designed to drive improvements in the quality of work with children who have offended. Published scoring rules generate the overall YJS rating. The findings and subsequent ratings in those domains are described in this report. Our fieldwork, conducted through off-site analysis of case files and telephone and video conferencing, took place between 19 and 22 October 2020.

Trafford Youth Justice (TYJ) arrangements for staffing are outstanding, and its partnerships and services, and information and facilities are good; however, its governance and leadership requires improvement.

There is good provision for TYJ children from health providers, and the partnership has a strong focus on serious youth violence which includes an innovative project involving youth justice mentors and schools. The service manager advocates for the involvement of children in influencing service delivery and has driven improvements in capturing feedback from children and their parents or carers.

The current Management Board membership is still developing, and the inspection found that Board members do not understand the specific needs of children known to TYJ. They do not therefore advocate on behalf of the service, actively support its operational delivery or challenge each other's agencies when appropriate. There is a lack of focus by the partnership on the challenges of TYJ having a large number of Looked After Children, and post-16-year-old children not in education, training or employment.

In post-court cases, the quality of delivery of services to children and reviewing their circumstances across all areas of promoting desistance, safety and wellbeing, and keeping other people safe was outstanding. Planning to promote a child's desistance was also outstanding. The quality of assessing and planning regarding a child's safety and wellbeing, and their risk of harm to others, however, requires improvement.

For out-of-court disposal work, desistance was the strongest area of practice, with implementation and delivery being outstanding. The delivery of services to keep people safe was also outstanding. Assessing a child's safety and wellbeing, and risk of harm to others requires improvement, and planning in these areas was poor.














Overall, staff are motivated and do all they can to engage children and their families.



Marc Baker

Director of Operations

Ratings

Trafford Youth Justice Service		Score	20/36
Overall rating		Good	
1. Organisational delivery			
1.1	Governance and leadership	Requires improvement	
1.2	Staff	Outstanding	
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	Outstanding	
2.4	Reviewing	Outstanding	
3. Out-of-court disposals			
3.1	Assessment	Requires improvement	
3.2	Planning	Inadequate	
3.3	Implementation and delivery	Requires improvement	
3.4	Joint working	Good	

Recommendations

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

The Chair of Trafford Youth Justice Management Board should:

1. ensure that Management Board members understand their own and each other's role, to enable them to challenge appropriately, in order to achieve the best outcomes for children
2. develop the relationship between the Board, the management team and practitioners, so that all can recognise how strategic priorities influence operational delivery.

The Trafford Youth Justice Management Board should:

3. ensure that the partnership understands the reasons for the substantial number of Looked After Children known to the service, and review the policies and practices of all agencies, to minimise the possibility of children entering the criminal justice system unnecessarily
4. review the quality and accessibility of education, training and employment provision for post-16-year-old children known to the service.

The Trafford Youth Justice Service Manager should:

5. improve the quality of assessments and plans regarding a child's safety and wellbeing, and their risk of harm to others.

Background

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. HM Inspectorate of Probation inspects both these aspects of youth offending services. We use the terms ‘child’ or ‘children’ to denote their special legal status and to highlight the obligations of relevant agencies such as social care, education and health to meet their safety and wellbeing needs.

YOTs are statutory partnerships, and they are multidisciplinary, to deal with the needs of the whole child. They are required to have staff from local authority social care and education services, the police, the National Probation Service and local health services.¹ 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.

Trafford is a metropolitan borough of Greater Manchester. It has a population of 237,354, of which 10.7 per cent are between the ages of 10 and 17 years, which is higher than the England and Wales average of 9.2 per cent. Black, Asian and minority ethnic children make up 18.6 per cent of this age group, which, again, is higher than the average for England and Wales (17.9 per cent).

Trafford Youth Justice (TYJ) is part of the Youth Engagement Service (YES), which in turn is part of Trafford Children’s Services Directorate. The TYJ was officially launched in November 2019, and all service delivery moved to the newly refurbished ‘one stop’ multi-agency delivery point, ‘Talkshop’, where children can access several different services. The service is co-located with the Early Break substance misuse service, Connexions (for those not in education, training or employment), Street Talk (the detached youth work team) and Talkshop. A review of children’s services, was completed in December 2020. The impact of this on the management structure of TYJ was not known at the time of writing the report. TYJ currently has 26 members of staff, which includes secondees and sessional workers. In addition, there are 14 volunteers.

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

Contextual facts

Population information

237,354	Total population of Trafford (2019) ²
25,426	Total youth population (10–17 years) in Trafford (2019) ²

Demographics of children cautioned or sentenced³

Age	10–14 years	15–17 years
Trafford YJS	17%	83%
National average	23%	77%

Race/ethnicity	White	Black and minority ethnic	Unknown
Trafford YJS	48%	43%	9%
National average	70%	26%	4%

Gender	Male	Female
Trafford YJS	85%	15%
National average	85%	15%

Additional caseload data⁴

48	Total current caseload: community sentences
9	Total current caseload in custody
2	Total current caseload on licence
79	Total current caseload: community resolution, youth caution, youth conditional caution

² Office for National Statistics. (2020). *UK population estimates, mid-2019*.

³ Youth Justice Board. (2020). *Youth justice annual statistics: 2018 to 2019*.

⁴ Information supplied by YOT, reflecting caseload as submitted to the YJB in the last four quarters.

1. Organisational delivery



Strengths:

- The youth justice plan for 2019/2020 included children co-designing the business improvement plan, where they identified their own priorities.
- There is a disproportionate number of black, Asian and minority ethnic children known to TYJ, and the partnership has set up a multi-agency action group to address this issue.
- TYJ has a very strong health provision.
- There is a serious youth violence project which offers a support package to schools, so that children involved in knife crime are not excluded from school.
- Staff deliver a range of interventions, which are adapted to meet the needs of children.
- The service manager has been active in capturing feedback from children and their parents or carers.

Areas for improvement:

- The current Management Board membership is still developing, and members do not challenge each other's agencies when appropriate.
- There is limited evidence of the Board advocating on behalf of TYJ and its children, and actively supporting its service delivery.
- There is a large percentage of Looked After Children in the post-court cohort, and there is no evidence that the Board has analysed this data in depth.
- TYJ had not had an education worker or a probation officer for over 12 months and so has lacked the specific expertise that these roles bring to the service.
- Despite the service having access to Connexions workers, the figures for children post-16-years-old who are not in suitable education, training or employment are high.

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

1.1. Governance and leadership



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

Requires improvement

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

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

TYJ was integrated into the Youth Engagement Service, which is part of Trafford Children's Services, in April 2019. The service manager has a background in careers advice and guidance, and has been in post for 18 months. He is line managed by the 'early help' strategic lead. The Director of Children's Services has chaired the TYJ Management Board since July 2020. She has previously chaired a YOT Board in another area and has extensive experience of coordinating partnership working. As Chair, she has emphasised the importance to partners of the consistency of membership and attendance, and both these aspects have improved over the last few months.

The Board includes all statutory partners, as well as some non-statutory agencies – for example, a representative from the substance misuse service, the serious youth violence coordinator and a local magistrate. Board members are sufficiently senior and are able to make strategic decisions on behalf of their agencies. A business planning day was held with Board members in 2019 which looked at priority objectives for the service. The outputs included an agreed TYJ vision. This was due to be repeated in 2020 but has been put on hold owing to Covid-19.

The youth justice plan for 2019/2020 included content from TYJ children, the YES and the youth council who co-designed the business improvement plan, to include their priorities. It was the intention that children would be engaged in co-developing the 2020/21 plan but, again, owing to Covid-19, this has not been possible.

The Chair and service manager recognise that the Board is still developing its roles and responsibilities. The inspection found, that the Board members did not fully understand the work of TYJ, and that members would benefit from staff attending the Board to present on different aspects of practice.

Do the partnership arrangements actively support effective service delivery?

There is evidence that Board members use their staff who are seconded or linked to TYJ to inform their agency about the work of the service, and there are examples of this from health board members and the Early Break substance misuse service. There are also limited examples of Board members advocating on behalf of TYJ children. The Children's Commissioner for Health, for example, was involved in the transition of a child known to TYJ to adult mental health services, and this included arranging multi-agency meetings to help safeguard the child.

The service received positive feedback on its relationship with the youth court, who report that there is a good relationship with TYJ, and that they are looking at ways to help children understand the court process by simplifying the legal language that is used.

Some YOTs have used the requirement to complete the YJB National Standards audit to include Board members in the quality assurance of YOT practice. Although Board members did not complete the audit alongside TYJ staff members, the deputy manager briefed them about the findings, and they have been allocated lead areas in the improvement plan.

It was noted that, as the Board is still relatively new and developing, the relationship between members is not as strong as it should be, and this has impacted on holding other partners to account. For example, the Board asked for further information regarding a 10-year-old child who had received a youth conditional caution; however, there was no evidence of challenge between members about whether the outcome for that child was appropriate. Board members need to understand the specific needs of children known to TYJ to ensure that the right service and outcome is delivered to them.

There is limited evidence of the Management Board advocating on behalf of the service and actively supporting its service delivery. For example, the Board has not yet expressed an opinion on the Children's Service redesign. The Board will need to be involved as it may affect the leadership structure and management capacity of TYJ. Similarly, at the time of the inspection, the Board had made no formal response to, or offered support to address, the difficulties that the TYJ management team has experienced in recruiting an education worker and a probation officer.

The Management Board receives a quarterly performance report which includes monitoring children's safeguarding status. The service has a specific worker who leads on children in care, and the TYJ police officer links with local children's homes. Although these roles focus on preventing Looked After Children from coming into the youth justice system; there is a large number of these children in the TYJ post-court cohort. In 2019/2020, 58 children had statutory orders, of whom 21 were Looked After Children (36 per cent). It is disappointing that there is no evidence of the Board analysing this information to understand the reasons for this. This would help to ensure that, across the partnership, agencies (particularly the police, Crown Prosecution Service and children's home providers) do not have policies and practices in place that are leading to the unnecessary criminalisation of children.

Does the leadership of the YOT support effective service delivery?

The service manager has responsibility for the YES, which includes TYJ as well as Connexions, youth support and the detached youth work team. The day-to-day operational management for TYJ is undertaken by the deputy manager, who is supported by two team leaders. A YES awayday for all staff in February 2020 helped practitioners to understand the different purpose and roles of other teams within the service.

The main link between staff and the Management Board is through the service manager and deputy manager, who feedback information from the Board in team meetings. Of the 24 staff members who completed the staff survey, 96 per cent said that they are aware of the activities of the Management Board. They all reported being appropriately updated on strategic issues affecting the service.

Management oversight is good for out-of-court disposals but requires improvement for post-court orders. In the opinion of the inspectors, there was adequate management oversight in four out of six out-of-court disposals but only four out of eight post-court cases.

1.2. Staff



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

Outstanding

Key staffing data⁵

Total staff headcount (full-time equivalent, FTE)	26
Average caseload per case manager (FTE)	8.2

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

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

The integration of TYJ into the YES has led to the nature of the work changing, and staff are now supervising more voluntary, mentoring and out-of-court disposal cases. The service includes case managers, who are professionally qualified staff who lead on court cases, and youth justice practitioners, who lead and manage out-of-court disposal cases, and voluntary and mentoring interventions. These staff also support the case managers when joint visits or activities are required.

Work is allocated at a weekly multi-agency meeting, where there is a specific section for out-of-court disposal cases. The serious youth violence coordinator attends these meetings and provides crucial information regarding children and their links to high-risk situations in the community. Ahead of these allocation meetings, staff complete a pre-court assessment. If the child is thought to present a high risk of reoffending, a high risk regarding their safety and wellbeing, or a risk of harm to others, then the case is given to a case manager, to complete an AssetPlus assessment.

The average caseload at the time of the inspection was eight, although this has been affected by Covid-19 and is beginning to rise. Usually, the number of cases held by a case manager will fluctuate between 10 and 12. The staff survey shows that, 91 per cent of staff members are comfortable with their caseload or workload.

The service tries to maintain the principle of having one practitioner consistently working with the child and their family, so that relationships can be developed over time. There was evidence in the inspected cases that staff do all they can to encourage good engagement and compliance from the child and their family, and staff and managers alike are child centred and know the children in their care well.

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

TYJ has a diverse workforce which reflects the community within which the children and families reside. Excluding secondees, 29 per cent of the staff team are from black, Asian and minority ethnic backgrounds, which is higher than the 14.5 per cent for the general population in Trafford.

⁵ Data supplied by YOT and reflecting the caseload at the time of the inspection announcement.

Staff have other roles within the service, including leading in specific areas of practice. This includes domestic abuse, with the worker attending the multi-agency risk assessment conference, and children in care, where the worker spends one day a week with the YES children's social care permanence team.

A number of staff are trained in Assessment, Intervention and Moving on (AIM3), for working with harmful sexual behaviour. For criminal harmful sexual behaviour cases, the assessment and interventions are co-worked between appropriately trained members of TYJ. Where harmful sexual behaviour cases are welfare based, they should be co-worked with a social worker; however, it has been recognised that not enough social workers are trained, and this is being addressed.

There is a half-time volunteer coordinator whose role includes referral order panels, reparation and mentoring. Nine service volunteers completed the volunteer survey and they all reported having good access to ongoing support and regular training.

TYJ staff deliver a range of interventions which are adapted to meet the needs of the child. Bespoke programmes include education on weapons and violence, Act Like a Man, which challenges gender stereotypes, and multi-agency sessions with different practitioners. These interventions can be accessed through groupwork or on a one-to-one basis. In addition, the TYJ police officer works with children, looking at their rights as part of the police stop-and-search policy. Practitioners can also access the services and interventions that are available as part of the wider YES.

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

Staff receive regular supervision, and managers use a supervision template which looks at cases, personal reflections, and training and development. Seconded staff receive supervision from their home agency, as well as from TYJ managers. Staff reported that managers are approachable and make themselves available outside of supervision.

There is an induction process in place for new staff, and procedures for addressing staff competency. For staff who have joined recently, however, their induction and training have been hampered by the restrictions imposed by Covid-19. Annual appraisals are completed, and staff feel supported both by their managers and their peers.

Are arrangements for learning and development comprehensive and responsive?

A team training plan is in place for 2020/2021 and staff are encouraged to take up training opportunities. Training and development needs are identified in performance reviews and are a standing agenda item at management team meetings. The council's workforce development team collates the training information from all services, and this feeds into its annual training plan.

Safeguarding training is mandatory, and recently staff have completed courses in trauma-informed practice, the Behind the Blade knife crime programme, AIM3 harmful sexual behaviour work and multi-agency public protection arrangements. The service is aware that further training is required on AssetPlus, and newly recruited practitioners require training in assessments generally.

The service actively encourages staff development by offering management opportunities within the service and supporting staff to complete external qualifications, such as the Professional Certificate in Effective Practice.

1.3. Partnerships and services



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

Good

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

Is there a sufficiently comprehensive and up-to-date analysis of the profile of children, to ensure that the YOT can deliver well-targeted services?

The Management Board and the partnership are aware that there is a disproportionate number of black, Asian and minority ethnic children known to TYJ. In 2018/2019, these children formed 43 per cent of the offending youth population in Trafford, compared with 15 per cent across the North West area and 26 per cent for England and Wales.

In Trafford, this is particularly disproportionate for children from a mixed-heritage background, who account for 26 per cent of the cohort. The partnership has set up a multi-agency action group which includes education representatives, the police, public health workers and the serious youth violence coordinator. The service has also analysed whether black, Asian and minority ethnic children had their offences categorised more seriously or if they were treated more harshly by the courts. It was found that this is not the case. Further work is ongoing to examine the reasons behind fixed and permanent exclusions from schools for these children. In addition, Trafford Council has made reducing the over-representation of black, Asian and minority ethnic children part of the partnership equality strategy.

TYJ provides a management performance report to the Board which includes national and local indicators. The profiling of children known to the service is shared with partners, and performance is monitored by the Management Board as well the monthly Director of Children's Services Quality and Performance meeting. Issues affecting youth offending are prominent on the agendas of other key strategic groups, including the Safer Trafford Partnership Board, the Start Well Board, which feeds into the Health and Wellbeing Board, and the Local Safeguarding Children Board.

Does the YOT partnership have access to the volume, range and quality of services and interventions to meet the needs of all children?

TYJ adapted its out-of-court disposal process in March 2020, when a virtual weekly allocations meeting was set up which includes time to discuss out-of-court disposal cases. Prior to these arrangements, the TYJ manager would allocate the case for assessment and recommendation. This was sent to the TYJ police officer, who would either agree or suggest changes before it went to the local police sergeant for approval. The new process ensures that information is shared across agencies at the meeting, which is chaired by a TYJ manager and is attended by the serious youth violence coordinator, a police officer, a nurse, a counsellor and a restorative justice practitioner. The service continues to work with the police, to ensure that all children are referred to this panel, so that an assessment is completed before a disposal is given.

With funding from the serious youth violence fund, and in collaboration with the serious youth violence coordinator, TYJ has employed several mentors. Their role is to work with the coordinator and the police to identify children at risk of, or involved in, serious youth violence. The project is especially effective in working with schools and reducing exclusions for children who have taken knives onto the premises. Workers strive to ensure that children are not unnecessarily criminalised and that there is a support package in place to keep them in school and give reassurance to the head teacher regarding their risk to the school community.

The service has a restorative justice and victim worker, who contacts all victims. He sends them an information pack which includes an impact statement that they can complete. Most of the victim work involves letters of explanation or apology, and, as there is a low take-up by victims, there is very little face-to-face mediation work. This has been highlighted as an area of practice that needs to improve, and a piece of work, looking at how the offer to victims can be developed, is ongoing.

There are a range of reparations projects available and all children are expected to complete sessions. Projects include the Bike Kabin, where donated bicycles are restored and given to community organisations; community clean-ups; making and delivering sandwiches to homeless people; and an allotment, where it is hoped that produce will be distributed to local charities and families.

The service has a mental health counsellor, who has a dual role which includes working with children as well as managing the service's volunteers. In her counselling role, she provides therapeutic interventions to children who become, or are, victims themselves. This includes children at risk of, or experiencing, criminal exploitation.

TYJ benefits from being one of the 10 local authorities that are part of the Greater Manchester Youth Offending Services collaboration. There are agreements in place for providing services to courts across the area, protocols for the resettlement of children from custody, as well as jointly commissioned training.

Early Break is the organisation that provides substance misuse services to TYJ. Although there is no seconded person, it provides a link worker to support staff with screening and ensuring that appropriate referrals are made at the right time to improve a child's engagement.

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

TYJ managers chair the multi-agency case planning forum for all high-risk cases. This includes children who are assessed as presenting a high likelihood of reoffending, a high risk regarding their safety and wellbeing, and a high risk of harm to others. There is also a complex safeguarding panel for children who are at risk, or victims, of criminal exploitation, and TYJ staff work alongside specialist social workers to provide interventions to these children.

The service has a strong healthcare provision, which includes a nurse who completes sessions on knife crime, violence, sexual health and healthy relationships. In addition, a counsellor provides therapeutic interventions, anger management holistic therapies, acupuncture and meditation. There is also a speech and language therapist, who assesses children and produces reports for professionals, parents and schools, as well as delivering direct work to children on communication skills and self-help strategies. In addition, a child and adolescent mental health services link

worker completes assessments and provides briefing sessions on children's emotional mental health and wellbeing for staff.

The seconded police officer sees all children and focuses on developing a relationship to break down any barriers they or their family may have with the police. This is especially relevant with the serious youth violence mentoring scheme, where this officer works with children who are victims of knife crimes themselves. They share both intelligence and the names of children who have been arrested with TYJ on a daily basis and help in the mapping of children who may be on the periphery of, or involved in, serious youth violence.

The service has been provided with a half-time probation officer post, resourced by the National Probation Service. This post has been vacant for over a year owing to recruitment issues. As a result, there is a gap in the knowledge and skills necessary for working with children who are a risk of harm to others. Transitions from TYJ to adult probation services have continued to take place and an NPS link worker provides advice and guidance; however, the quality of these transitions was not consistent for all children. The service has recently recruited a team leader with a background in probation services, and they have delivered briefings on this area of practice.

Similarly, the service has not had an education officer in post for some time, after the previous worker left and the role proved difficult to fill. The post has been reviewed and there will be direct links to the Attendance and Behaviour Support Service. The changes to the role have meant a delay in recruiting, as the post is subject to job evaluation procedures. In the meantime, although case managers are linking with individual schools, there is no identifiable person with the specific knowledge to build and develop relationships with the education sector. This is especially relevant to year 11 TYJ children, who need specialist advice and support in accessing post-16 education, training and employment provision.

The service has access to Connexions workers, who offer careers advice, guidance and support to post-16-year-old children. It is therefore disappointing that the 2019/2020 figures for TYJ children post-16 years of age who are not in suitable education, training or employment are high, with only 34 out of 61 (56 per cent) being in suitable provision. The service manager chairs a meeting to address youth employment across Trafford, with a focus on vulnerable groups, including TYJ children. This forum will need to explore whether partnership staff understand the specific needs of TYJ children and if there is sufficient and suitable local provision available for them.

Involvement of children and their parents or carers

The service manager has been active in capturing feedback from children and their parents or carers. A regular report is produced which collates the feedback and is presented to the Management Board and circulated to partners. This has influenced service provision; for example, parental feedback highlighted undiagnosed additional needs as an area of concern. In 2020, with the help of the seconded speech and language therapist and TYJ staff, a number of children received diagnoses which have led to additional support for them and their families. This includes education and healthcare plans being put in place, as well as a diagnosis of autism for an 18-year-old.

The business plan for 2019/2020 was co-produced with children. Their contribution led to the plan including a key action that substance misuse services needed to be improved.

As part of the inspection process, children are invited to participate in a text survey. Unfortunately, the number of children who returned the survey was low but, of the five responses received, three rated the YOT as 10/10, one as 8/10 and the other 6/10. One child said:

“I think they [TYJ] really helped me with regards to my convictions. I found my worker very easy to talk to and they were really good at helping me achieve some personal goals”.

1.4. Information and facilities



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

Good

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

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

TYJ has a range of policies and guidance in place, some of which cover all the Greater Manchester youth offending services. This collaboration across the 10 local authorities means a consistent approach to relevant safeguarding policies and procedures. Locally, information-sharing protocols are in place, and understood across the partnership. There is an escalation process for all partners, to help in challenging another agency which is used by TYJ, and staff reported feeling supported by managers when raising concerns about other agencies.

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

Having previously been based in a disused police station in September 2019, the service was moved to the Waterside office accommodation. This is next door to the newly opened Talkshop, which is a multi-agency drop-in building, designed with the help of children and acting as a one-stop shop for them. TYJ is co-located with the Early Break substance misuse service, Connexions, Street Talk (detached youth work team) and Talkshop.

Staff recognise that the new building is better for children but miss their own office space. Initially, they were located with children's social care teams, which worked well in terms of sharing information and building relationships. Recently, however, they were moved to another floor, and they report feeling isolated.

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

TYJ uses CorePlus as its case management system, which can produce the required performance management information. Staff have access to both the early help database and Liquid Logic, which is the children's social care system. Partner agencies have access to CorePlus, which assists with sharing relevant information.

Is analysis, evidence and learning used effectively to drive improvement?

The service has a monitoring system in place for quality assuring work. This includes all assessments being approved by a manager and all cases being reviewed in staff supervision sessions. Monthly audits are completed on randomly selected cases, and children and families are discussed at management team meetings. TYJ has developed an improvement plan following the YJB National Standards audit, and progress is monitored by the Management Board.

TYJ is keen to use learning to improve practice, and, along with another Greater Manchester youth offending service, recently took part in a learning circle to identify the lessons learnt as a result of a serious case involving children from both their

areas. There is evidence that the service learns from the outcomes of other areas' inspections and takes part in peer reviews, the last one in 2019 and the next one due in December 2020, in order to improve practice.



2. Court disposals

We took a detailed look at seven community sentences and one custodial sentence managed by the YOS. We also conducted seven interviews with the relevant case managers. We examined the quality of assessment; planning; implementation and delivery of services; and reviewing.

Strengths:

- The delivery of services and reviewing was outstanding across all areas of promoting desistance, safety and wellbeing, and keeping other people safe.
- Planning to promote a child's desistance was outstanding.
- The views of children and their parents or carers were taken into account throughout the case management process.
- Case managers understood the complexities of the child's life and offered bespoke interventions to meet their individual needs.
- Staff did all they could to engage children and their families.

Areas for improvement:

- The quality of assessing and planning regarding a child's safety and wellbeing, and their risk of harm to others requires improvement.
- Assessments were descriptive and did not contain enough analysis of the impact of circumstances on a child's life.
- Limited consideration was given to the needs and wishes of victims.
- Planning did not consistently identify the potential risk to a child's safety and wellbeing.
- Contingency planning for a child's potential risk of harm to others was not always in place.

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

2.1. Assessment



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

Requires improvement

Our rating⁶ for assessment is based on the following key questions:

Of the 8 cases inspected:	Relevant cases	Number 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	8	5
Does assessment sufficiently analyse how to keep the child safe?	8	3
Does assessment sufficiently analyse how to keep other people safe?	8	4

The quality of assessment was overall rated as 'Requires improvement'. The assessment of a child's desistance and risk of harm to others required improvement; however, the assessment of their safety and wellbeing was inadequate. As the lowest percentage at the key question level was close to the rating boundary and related to one case, that case data was reviewed. It was identified that although historical information had not been analysed, there was evidence to suggest that the child's safety and wellbeing had been adequately assessed. Therefore, professional discretion was applied and the judgement moved up from 'Inadequate' to 'Requires improvement'.

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

Of the 8 cases inspected:	Relevant cases	Number 'Yes'
Is there sufficient analysis of offending behaviour, including the child's attitudes towards, and motivations for, their offending?	8	6
Does assessment consider the diversity and wider familial and social context of the child, utilising information held by other agencies?	8	6
Does assessment focus on the child's strengths and protective factors?	8	8
Where applicable, does assessment analyse the key structural barriers facing the child?	6	4

⁶ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band. See Annexe 1 for a more detailed explanation.

Is sufficient attention given to understanding the child's levels of maturity, ability and motivation to change, and their likelihood of engaging with the court disposal?	8	7
Does assessment give sufficient attention to the needs and wishes of the victim/s, and opportunities for restorative justice?	6	5
Is the child and their parents or carers meaningfully involved in their assessment, and are their views taken into account?	8	7

Does assessment sufficiently analyse how to keep the child safe?

Of the 8 cases inspected:	Relevant cases	Number 'Yes'
Does assessment clearly identify and analyse any risks to the safety and wellbeing of the child?	8	3
Does assessment draw sufficiently on available sources of information, including other assessments, and involve other agencies where appropriate?	8	4
Where applicable, does assessment analyse controls and interventions to promote the safety and wellbeing of the child?	8	4

Does assessment sufficiently analyse how to keep other people safe?

Of the 8 cases inspected:	Relevant cases	Number 'Yes'
Does assessment clearly identify and analyse any risk of harm to others posed by the child, including identifying who is at risk and the nature of that risk?	8	4
Does assessment draw sufficiently on available sources of information, including past behaviour and convictions, and involve other agencies where appropriate?	8	4
Does assessment analyse controls and interventions to manage and minimise the risk of harm presented by the child?	8	3

In most cases, the case manager had included the views of parents or carers in the assessment. Some assessments, however, were a description of circumstances and there was no analysis of the child's desistance factors, safety and wellbeing, or their risk of harm to others.

2.2. Planning



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

Requires improvement

Our rating⁷ for planning is based on the following key questions:

Of the 8 cases inspected:	Relevant cases	Number 'Yes'
Does planning focus sufficiently on supporting the child's desistance?	8	7
Does planning focus sufficiently on keeping the child safe? ⁸	7	3
Does planning focus sufficiently on keeping other people safe? ⁹	5	3

The quality of planning was rated as 'Requires improvement'. Planning for a child's desistance was outstanding, but the risk of harm to others was rated as requires improvement. Planning for their safety and wellbeing, was inadequate. As the lowest percentage at the key question level was close to the rating boundary and related to one case, that case data was reviewed. It was identified that although the planning records did not outline all the current concerns regarding the child's safety and wellbeing, the case manager articulated them well in the interview. Therefore, professional discretion was applied, and the overall judgement moved up from 'Inadequate' to 'Requires improvement'.

Does planning focus on supporting the child's desistance?

Of the 8 cases inspected:	Relevant cases	Number 'Yes'
Does planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and the need for sequencing?	8	7
Does planning take sufficient account of the diversity and wider familial and social context of the child?	8	6
Does planning take sufficient account of the child's strengths and protective factors, and seek to reinforce or develop these as necessary?	8	8

⁷ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band. See Annexe 1 for a more detailed explanation.

⁸ This question is only relevant in cases where there are factors related to keeping the child safe.

⁹ This question is only relevant in cases where there are factors related to keeping other people safe.

Does planning take sufficient account of the child's levels of maturity, ability and motivation to change, and seek to develop these as necessary?	8	7
Where applicable, does planning give sufficient attention to the needs and wishes of the victim/s?	6	3
Is the child and their parents/carers meaningfully involved in planning, and are their views taken into account?	8	7

Does planning focus sufficiently on keeping the child safe?

Of the 7 cases with factors related to keeping the child safe:	Relevant cases	Number 'Yes'
Does planning promote the safety and wellbeing of the child, sufficiently addressing risks?	7	3
Does planning involve other agencies where appropriate, and is there sufficient alignment with other plans (for example, child protection or care plans) concerning the child?	7	4
Does planning set out the necessary controls and interventions to promote the safety and wellbeing of the child?	7	4
Does planning set out necessary and effective contingency arrangements to manage those risks that have been identified?	7	4

Does planning focus sufficiently on keeping other people safe?

Of the 5 cases with factors related to keeping other people safe:	Relevant cases	Number 'Yes'
Does planning promote the safety of other people, sufficiently addressing risk of harm factors?	5	3
Does planning involve other agencies where appropriate?	5	3
Does planning address any specific concerns and risks related to actual and potential victims?	4	2
Does planning set out the necessary controls and interventions to promote the safety of other people?	5	3
Does planning set out necessary and effective contingency arrangements to manage those risks that have been identified?	5	3

In most cases, planning took account of the child's strengths and protective factors but in a number of cases not enough attention was given to the needs and wishes of victims. Contingency planning was not always in place, and planning did not consistently identify the potential risk to a child's safety and wellbeing.

2.3. Implementation and delivery



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

Outstanding

Our rating¹⁰ for implementation and delivery is based on the following key questions:

Of the 8 cases inspected:	Relevant cases	Number 'Yes'
Does the implementation and delivery of services effectively support the child's desistance?	8	8
Does the implementation and delivery of services effectively support the safety of the child? ¹¹	7	7
Does the implementation and delivery of services effectively support the safety of other people? ¹²	5	4

The quality of implementing and delivering interventions and services was rated as 'Outstanding'. The delivery of services was outstanding across all areas of promoting desistance, safety and wellbeing, and keeping other people safe. In all cases, the delivery of services effectively supported the desistance, and safety and wellbeing of the child, and in most cases, they supported the safety of other people. Evidence from interviews with staff and meetings with managers showed how creativity is encouraged and bespoke interventions are delivered to meet the specific needs of the child.

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

Of the 8 cases inspected:	Relevant cases	Number 'Yes'
Are the delivered services those most likely to support desistance, with sufficient attention given to sequencing and the available timescales?	8	8
Does service delivery reflect the diversity and wider familial and social context of the child, involving parents or carers or significant others?	8	8
Does service delivery build upon the child's strengths and enhance protective factors?	8	8

¹⁰ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band. See Annexe 1 for a more detailed explanation.

¹¹ This question is only relevant in cases where there are factors related to keeping the child safe.

¹² This question is only relevant in cases where there are factors related to keeping other people safe.

Is sufficient focus given to developing and maintaining an effective working relationship with the child and their parents or carers?	8	8
Does service delivery promote opportunities for community integration, including access to services post-supervision?	8	7
Is sufficient attention given to encouraging and enabling the child's compliance with the work of the YOT?	8	8
In cases where it is required, are enforcement actions taken when appropriate?	2	2

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

Of the 7 cases with factors related to keeping the child safe:	Relevant cases	Number 'Yes'
Does service delivery promote the safety and wellbeing of the child?	7	7
Where applicable, is the involvement of other organisations in keeping the child safe sufficiently well-coordinated?	7	7

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

Of the 5 cases with factors related to keeping other people safe:	Relevant cases	Number 'Yes'
Are the delivered services sufficient to manage and minimise the risk of harm?	5	4
Where applicable, is sufficient attention given to the protection of actual and potential victims?	4	3
Where applicable, is the involvement of other agencies in managing the risk of harm sufficiently well-coordinated?	4	3

Case managers took account of a child's diversity and provided interventions that related to their individual needs, using a trauma-informed approach when required. They focused on developing a positive relationship with the child and coordinated the involvement of other agencies in delivering interventions when necessary.

2.4. Reviewing



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

Outstanding

Our rating¹³ for reviewing is based on the following key questions:

Of the 8 cases inspected: ¹⁴	Relevant cases	Number 'Yes'
Does reviewing focus sufficiently on supporting the child's desistance?	8	7
Does reviewing focus sufficiently on keeping the child safe?	7	7
Does reviewing focus sufficiently on keeping other people safe?	5	4

Reviewing was outstanding across all areas of promoting desistance, safety and wellbeing, and keeping other people safe. In all cases, reviewing appropriately supported a child's safety and wellbeing, and in most cases, it promoted the child's desistance and the safety of other people. The quality of reviewing was therefore rated as 'Outstanding'.

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

Of the 8 cases where there were changes in factors related to desistance:	Relevant cases	Number 'Yes'
Does reviewing identify and respond to changes in factors linked to desistance?	8	7
Does reviewing focus sufficiently on building upon the child's strengths and enhancing protective factors?	8	8
Does reviewing consider motivation and engagement levels and any relevant barriers?	8	7
Is the child and their parents or carers meaningfully involved in reviewing their progress and engagement, and are their views taken into account?	8	8

¹³ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band. See Annexe 1 for a more detailed explanation.

¹⁴ We only expect to see evidence of reviewing in cases where there have been changes in factors related to desistance, keeping the child safe and/or keeping other people safe.

Does reviewing focus sufficiently on keeping the child safe?

Of the 7 cases where there were changes in factors related to keeping the child safe:	Relevant cases	Number 'Yes'
Does reviewing identify and respond to changes in factors related to safety and wellbeing?	7	7
Where applicable, is reviewing informed by the necessary input from other agencies involved in promoting the safety and wellbeing of the child?	7	7
Where applicable, does reviewing lead to the necessary adjustments in the ongoing plan of work to promote the safety and wellbeing of the child?	7	7

Does reviewing focus sufficiently on keeping other people safe?

Of the 5 cases where there were changes in factors related to keeping other people safe:	Relevant cases	Number 'Yes'
Does reviewing identify and respond to changes in factors related to risk of harm?	5	5
Where applicable, is reviewing informed by the necessary input from other agencies involved in managing the risk of harm?	4	4
Is the child and their parents or carers meaningfully involved in reviewing their risk of harm, and are their views taken into account?	5	4
Where applicable, does reviewing lead to the necessary adjustments in the ongoing plan of work to manage and minimise the risk of harm?	4	3

Reviewing focused on positive progress and built on the child's strengths. Case managers considered the views of parents or carers and took account of the child's engagement with both TYJ and other services.

3. Out-of-court disposals



We inspected six cases managed by the YOT that had received an out-of-court disposal. These consisted of four youth conditional cautions and two community resolutions. We interviewed the case managers in six cases.

We examined the quality of assessment; planning; and implementation and delivery of services. Each of these elements was inspected in respect of work done to address desistance. For the five cases where there were factors related to harm, we also inspected work done to keep other people safe. In the five cases where safety and wellbeing concerns were identified, we looked at work done to safeguard the child. We also looked at the quality of joint working with local police.

Strengths:

- Assessing and planning for a child's desistance was good, and the delivery of services to promote desistance was outstanding.
- The delivery of interventions relating to a child's risk of harm to others was outstanding.
- Planning took account of the child's strengths and levels of maturity.
- Reparation activities were creative, and adapted to suit the child's individual needs.

Areas for improvement:

- Assessing a child's safety and wellbeing, and risk of harm to others was rated as requires improvement.
- Planning regarding a child's safety and wellbeing, and risk of harm to others was rated as inadequate.
- Some assessments contained only basic information, were descriptive and lacked analysis of the child's situation.
- Multi-agency planning was not always well coordinated.
- There was limited contingency planning.
- The risk of harm to actual and potential victims was not considered consistently.

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

3.1. Assessment



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

Requires improvement

Our rating¹⁵ for assessment is based on the following key questions:

Of the 6 cases inspected:	Relevant cases	Number 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	6	4
Does assessment sufficiently analyse how to keep the child safe?	6	3
Does assessment sufficiently analyse how to keep other people safe?	6	3

The assessment of a child's desistance was good but the assessment of their safety and wellbeing, and their risk of harm to others required improvement. In over two-thirds of the cases, the assessment appropriately analysed the child's desistance, but assessing the child's safety and wellbeing, and risk of harm to others was only good enough in half of the cases. Overall, this led to the quality of assessments being rated as 'Requires improvement'.

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

Of the 6 cases inspected:	Relevant cases	Number 'Yes'
Is there sufficient analysis of offending behaviour, including the child's acknowledgement of responsibility, attitudes towards and motivations for their offending?	6	3
Does assessment consider the diversity and wider familial and social context of the child, utilising information held by other agencies?	6	4
Does assessment focus on the child's strengths and protective factors?	6	5
Where applicable, does assessment analyse the key structural barriers facing the child?	5	4
Is sufficient attention given to understanding the child's levels of maturity, ability and motivation to change?	6	4

¹⁵ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band. See Annexe 1 for a more detailed explanation.

Where applicable, does assessment give sufficient attention to the needs and wishes of the victim/s, and opportunities for restorative justice?	6	4
Is the child and their parents or carers meaningfully involved in their assessment, and are their views taken into account?	6	5

Does assessment sufficiently analyse how to keep the child safe?

Of the 6 cases inspected:	Relevant cases	Number 'Yes'
Does assessment clearly identify and analyse any risks to the safety and wellbeing of the child?	6	3
Does assessment draw sufficiently on available sources of information, including other assessments, and involve other agencies where appropriate?	6	3

Does assessment sufficiently analyse how to keep other people safe?

Of the 6 cases inspected:	Relevant cases	Number 'Yes'
Does assessment clearly identify and analyse any risk of harm to others posed by the child, including identifying who is at risk and the nature of that risk?	6	2
Does assessment draw sufficiently on available sources of information, including any other assessments that have been completed, and other evidence of behaviour by the child?	6	4

In most cases, the inspector considered the classification level of a child's safety and wellbeing, and their risk of harm to others to be reasonable. Some assessments, however, were descriptive and contained only basic information, lacking analysis of the child's situation.

3.2. Planning



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

Inadequate

Our rating¹⁶ for planning is based on the following key questions:

Of the 6 cases inspected:	Relevant cases	Number 'Yes'
Does planning focus on supporting the child's desistance?	6	4
Does planning focus sufficiently on keeping the child safe? ¹⁷	5	1
Does planning focus sufficiently on keeping other people safe? ¹⁸	5	2

The quality of planning was rated as 'Inadequate'. Planning relating to desistance was good but planning for a child's safety and wellbeing, and risk of harm to others was inadequate. In over two-thirds of the cases, the planning appropriately promoted the child's desistance, but planning to support the child's safety and wellbeing, and risk of harm to others was adequate in less than half of the cases. This has led to the overall rating of 'Inadequate'.

Does planning focus on supporting the child's desistance?

Of the 6 cases inspected:	Relevant cases	Number 'Yes'
Does planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and the need for sequencing?	6	3
Does planning take sufficient account of the diversity and wider familial and social context of the child?	6	3
Does planning take sufficient account of the child's strengths and protective factors, and seek to reinforce or develop these as necessary?	6	5
Does planning take sufficient account of the child's levels of maturity, ability and motivation to change, and seek to develop these as necessary?	6	5

¹⁶ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band. See Annexe 1 for a more detailed explanation.

¹⁷ This question is only relevant in cases where there are factors related to keeping the child safe.

¹⁸ This question is only relevant in cases where there are factors related to keeping other people safe.

Does planning take sufficient account of opportunities for community integration, including access to mainstream services following completion of out-of-court disposal work?	6	4
Where applicable, does planning give sufficient attention to the needs and wishes of the victim/s?	6	3
Is the child and their parents or carers meaningfully involved in planning, and are their views taken into account?	6	5

Does planning focus sufficiently on keeping the child safe?

Of the 5 cases with factors relevant to keeping the child safe:	Relevant cases	Number 'Yes'
Does planning promote the safety and wellbeing of the child, sufficiently addressing risks?	5	2
Where applicable, does planning involve other agencies where appropriate, and is there sufficient alignment with other plans (for example, child protection or care plans) concerning the child?	5	1
Does planning include necessary contingency arrangements for those risks that have been identified?	5	0

Does planning focus sufficiently on keeping other people safe?

Of the 5 cases with factors relevant to keeping other people safe:	Relevant cases	Number 'Yes'
Does planning promote the safety of other people, sufficiently addressing risk of harm factors?	5	3
Where applicable, does planning involve other agencies where appropriate?	5	2
Where applicable, does planning address any specific concerns and risks related to actual and potential victims?	5	3
Does planning include necessary contingency arrangements for those risks that have been identified?	5	1

In some cases, multi-agency planning was not well coordinated, there was no contingency planning and the risk of harm to actual and potential victims was not considered consistently.

3.3. Implementation and delivery



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

Requires improvement

Our rating¹⁹ for implementation and delivery is based on the following key questions:

Of the 6 cases inspected:	Relevant cases	Number 'Yes'
Does service delivery effectively support the child's desistance?	6	5
Does service delivery effectively support the safety of the child? ²⁰	5	3
Does service delivery effectively support the safety of other people? ²¹	5	4

The delivery of services was rated as 'Requires improvement'. Interventions relating to desistance and risk of harm to others were outstanding but services to support a child's safety and wellbeing require improvement. In most cases, the delivery of services effectively supported the child's desistance and the safety of other people. However, evidence in some cases showed that the involvement of other agencies did not consistently lead to supporting the child's safety and wellbeing. This has led to the overall rating of 'Requires improvement'.

Does service delivery effectively support the child's desistance?

Of the 6 cases inspected:	Relevant cases	Number 'Yes'
Are the delivered services those most likely to support desistance, with sufficient attention given to sequencing and the available timescales?	6	4
Does service delivery reflect the diversity and wider familial and social context of the child, involving parents or carers, or significant others?	6	6
Is sufficient focus given to developing and maintaining an effective working relationship with the child and their parents or carers?	6	6
Is sufficient attention given to encouraging and enabling the child's compliance with the work of the YOT?	6	6

¹⁹ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band. See Annexe 1 for a more detailed explanation.

²⁰ This question is only relevant in cases where there are factors related to keeping the child safe.

²¹ This question is only relevant in cases where there are factors related to keeping other people safe.

Does service delivery promote opportunities for community integration, including access to mainstream services?	6	6
---	---	---

Does service delivery effectively support the safety of the child?

Of the 5 cases with factors related to the safety of the child:	Relevant cases	Number 'Yes'
Does service delivery promote the safety and wellbeing of the child?	5	3
Where applicable, is the involvement of other agencies in keeping the child safe sufficiently well utilised and coordinated?	5	3

Does service delivery effectively support the safety of other people?

Of the 5 cases with factors related to the safety of other people:	Relevant cases	Number 'Yes'
Where applicable, is sufficient attention given to the protection of actual and potential victims?	5	4
Are the delivered services sufficient to manage and minimise the risk of harm?	5	4

Some cases showed a creative response to reparation activities, which were adapted to suit the child's needs. The potential risks to a child's safety and wellbeing, however, were not always considered.

3.4. Joint working



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

Good

Our rating²² for joint working is based on the following key questions:

Of the 6 cases inspected:	Relevant cases	Number 'Yes'
Are the YOT's recommendations sufficiently well-informed, analytical and personalised to the child, supporting joint decision making?	6	4
Does the YOT work effectively with the police in implementing the out-of-court disposal? ²³	4	2

The quality of joint work was rated as 'Good'. The TYJ's recommendations were well informed, personalised to the child and supported the joint decision-making process. Evidence of effective work with the police in implementing the disposal, however, required improvement. As the lowest percentage at the key question level was close to the rating boundary and related to one case, this case was reviewed. The evidence suggested that, as the police appeared to be involved with the child, there was a possibility that joint working had taken place but not been recorded. Therefore, professional discretion was applied, and the judgement moved up from 'Requires improvement' to 'Good'.

Are the YOT's recommendations sufficiently well informed, analytical and personalised to the child, supporting joint decision-making?

Of the 6 cases inspected:	Relevant cases	Number 'Yes'
Where applicable, are the recommendations by the YOT for out-of-court disposal outcomes, conditions and interventions appropriate and proportionate?	6	5
Do the recommendations consider the degree of the child's understanding of the offence and their acknowledgement of responsibility?	5	4
Where applicable, is a positive contribution made by the YOT to determining the disposal?	6	5
Is sufficient attention given to the child's understanding, and their parents'/carers' understanding, of the implications of receiving an out-of-court disposal?	6	4

²² The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band. See Annexe 1 for a more detailed explanation.

²³ This question is only relevant in youth conditional caution cases.

Is the information provided to inform decision-making timely to meet the needs of the case, legislation and guidance?	5	5
Where applicable, is the rationale for joint disposal decisions appropriate and clearly recorded?	6	4

Does the YOT work effectively with the police in implementing the out-of-court disposal?

Of the 4 cases with youth conditional cautions:	Relevant cases	Number 'Yes'
Where applicable, does the YOT inform the police of progress and outcomes in a sufficient and timely manner?	4	1
Is sufficient attention given to compliance with and enforcement of the conditions?	4	4

In most cases TYJ did not provide the police with information regarding the child's progress when completing the disposal. Attention was paid to compliance and enforcement in all cases.

Annexe 1: Methodology

HM Inspectorate of Probation standards

The standards against which we inspect youth offending services are based on established models and frameworks, which are grounded in evidence, learning and experience. These standards are designed to drive improvements in the quality of work with children who have offended.²⁴

The inspection methodology is summarised below, linked to the three domains in our standards framework. We focused on obtaining evidence against the standards, key questions and prompts in our inspection framework. It is important that all youth offending services, regardless of size, are inspected to highlight good practice and to identify areas for improvement. Of course, some YOTs have very small caseloads and so any percentages or figures quoted in these reports need to be read with care. However, all domain two samples, even for the smallest YOTs, meet an 80 per cent confidence level, and in some of the smaller YOTs inspectors may be assessing most or all of that service's cases.

Domain one: organisational delivery

The youth offending service submitted evidence in advance, and the Director of Children's Services and Trafford Youth Justice Service Manager delivered a presentation covering the following areas:

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

During the main fieldwork phase, we conducted 13 interviews with case managers, asking them about their experiences of training, development, management supervision and leadership. We held various meetings, which allowed us to triangulate evidence and information. In total, we conducted nine meetings, which included meetings with managers, partner organisations and staff. The evidence collected under this domain was judged against our published ratings characteristics.²⁴

Domain two: court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Eight of the cases selected were those of children who had received court disposals seven to 12 months earlier, enabling us to examine work in relation to assessing, planning, implementing and reviewing. Where necessary, interviews with other people closely involved in the case also took place.

We examined eight court disposals. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of five), and where possible we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm,

²⁴ HM Inspectorate's standards are available here:

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

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. The six cases selected were those of children who had received out-of-court disposals seven to 10 months earlier. This enabled us to examine work in relation to assessing, planning, implementing and joint working. Where necessary, interviews with other people closely involved in the case also took place.

We examined six out-of-court disposals. The sample size was set so that the combined case sample size comprises 60 per cent domain two cases and 40 per cent domain three. Where possible, 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.

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

Ratings explained

Domain one ratings are proposed by the lead inspector for each standard. They will be a single judgement, using all the relevant sources of evidence. More detailed information can be found in the probation inspection domain one rules and guidance on the website.

In this inspection, we conducted a detailed examination of a sample of eight court disposals and six out-of-court disposals. In each of those cases, we inspect against four standards: assessment, planning, and implementation/delivery. For court disposals, we look at reviewing; and in out-of-court disposals, we look at joint working with the police. 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 children were involved in assessment and planning; and whether enough was done to assess and manage the safety and wellbeing of the child, and any risk of harm posed to others.

For each standard, the rating is aligned to the lowest banding at the key question level, recognising that each key question is an integral part of the standard.

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 ☆

We use case sub-samples for some of the key questions in domains two and three. For example, when judging whether planning focused sufficiently on keeping other people safe, we exclude those cases where the inspector deemed the risk of serious harm to be low. This approach is justified on the basis that we focus on those cases where we expect meaningful work to take place.

An element of professional discretion may be applied to the standards ratings in domains two and three. The ratings panel considers whether professional discretion should be exercised when the lowest percentage at the key question level is close to the rating boundary – for example, between 'Requires improvement' and 'Good' (specifically, within five percentage points of the boundary; or where a differing judgement in one case would result in a change in rating; or where the rating is based upon a sample or sub-sample of five cases or fewer). The panel considers the sizes of any sub-samples used and the percentages for the other key questions within that standard, such as whether they fall within different bandings and the level of divergence, to make this decision.

Overall provider rating

Straightforward scoring rules are used to generate the overall provider rating. Each of the 10 standards will be scored on a 0-3 scale, as listed in the following table.

Score	Rating (standard)
0	Inadequate
1	Requires improvement
2	Good
3	Outstanding ☆

Adding the scores for each standard together produces the overall rating on a 0-30 scale, as listed in the following table.

Score	Rating (overall)
0-6	Inadequate
7-18	Requires improvement
19-30	Good
31-36	Outstanding ☆

We do not include any weightings in the scoring rules. The rationale for this is that all parts of the standards framework are strongly linked to effective service delivery and positive outcomes, and we have restricted ourselves to those that are most essential. Our view is that providers need to focus across all the standards, and we do not want to distort behaviours in any undesirable ways. Furthermore, the underpinning evidence supports including all standards/key questions in the rating, rather than weighting individual elements.