

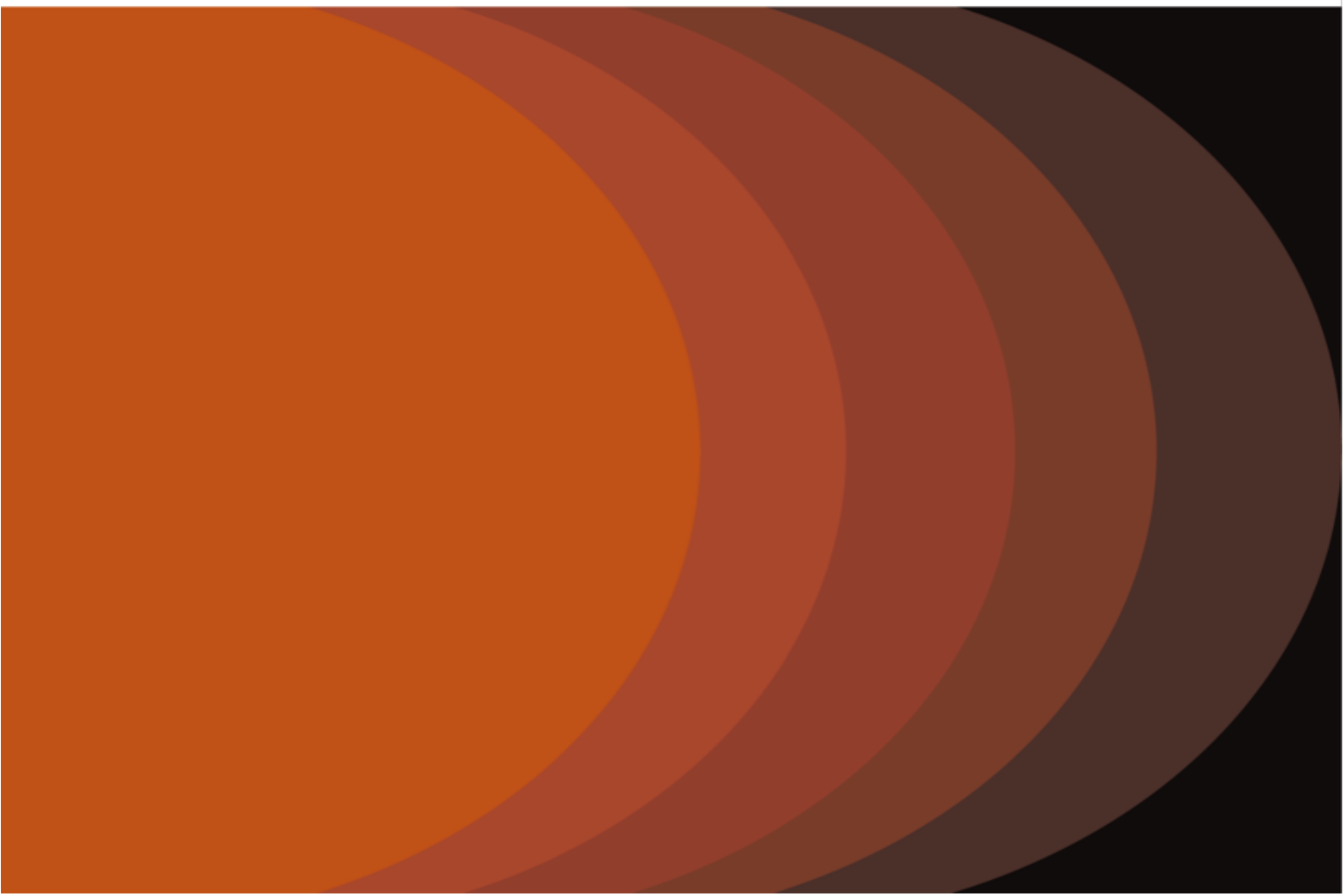


Her Majesty's
Inspectorate of
Probation

An inspection of youth offending services in

Calderdale

HM Inspectorate of Probation, May 2022



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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.

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Foreword

This inspection is part of our programme of youth offending service (YOS) inspections. We have inspected and rated Calderdale Youth Justice Service (YJS) across three broad areas: 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. Overall, Calderdale YJS was rated as 'Requires improvement'. We also inspected the quality of resettlement policy and provision, which was separately rated as 'Good'.

We last inspected Calderdale in 2015. Since then, the YJS has been on an improvement journey, learning from others, with a focus on improving the quality of practice. We rated governance and leadership as 'Good'. The Management board promotes an open learning culture and members champion the needs of children supervised by the YJS. The new leadership team is well respected and effective at motivating staff.

The quality of work with court disposals is, therefore, disappointing. While planning is rated 'Good', both assessment and implementation and delivery are rated 'Requires improvement', and reviewing is rated 'Inadequate'. Assessments are often not current or timely, and, although plans are co-produced with children, they are not always sequenced well and do not always consider contingencies. Service delivery often loses momentum and reviewing often fails to respond to significant changes or adapt plans accordingly. The service manager has recognised the need to improve management oversight, and has provided guidance and delivered training. However, this had yet to fully bear fruit in the cases inspected.

The quality of work with out-of-court disposals is, by contrast, much stronger. Assessment and implementation and delivery are both rated 'Good', while planning is rated 'Requires improvement'. Comprehensive, timely assessments are produced using Calderdale's own local assessment tool, and the service achieves a high level of compliance with these, mostly voluntary, interventions. However, plans to address concerns about children's safety, should they increase, need to be more specific. Out-of-court policy and provision are also rated 'Good'. The panel makes timely and well-informed decisions. It brings together different disciplines, including health services and victim work to represent the victim's voice, although children's services are not a core member.

Staffing is rated as 'Good'. Workloads are reasonable and staff are representative of the local population. Priority training is planned and delivered well, though the new trauma-informed and systemic practice models are not yet fully embedded.

Partnerships and services are rated as 'Requires improvement'. Too many school-age children are not in full-time education, and substance misuse services are not meeting current needs. Resettlement services benefit from being part of the South and West Yorkshire Resettlement Consortium, sharing information, learning, and research. Information and facilities are rated 'Good'. The multi-purpose youth service building provides easy access to co-located services.

In this report we make eight recommendations to further improve the work of Calderdale YJS and to assist in consolidating the progress that has already been made.



Justin Russell

HM Chief Inspector of Probation

Ratings

Calderdale Youth Justice Service
Fieldwork completed January 2022

Score 18/36

Overall rating

Requires improvement



1. Organisational delivery

1.1 Governance and leadership

Good



1.2 Staff

Good



1.3 Partnerships and services

Requires improvement



1.4 Information and facilities

Good



2. Court disposals

2.1 Assessment

Requires improvement



2.2 Planning

Good



2.3 Implementation and delivery

Requires improvement



2.4 Reviewing

Inadequate



3. Out-of-court disposals

3.1 Assessment

Good



3.2 Planning

Requires improvement



3.3 Implementation and delivery

Good



3.4 Out-of-court disposal policy and provision

Good



4. Resettlement

4.1 Resettlement policy and provision

Good



Executive summary

Overall, Calderdale YJS is rated as: 'Requires improvement'. This rating has been determined by inspecting the YJS in three areas of its work, referred to as 'domains'. We inspect against 12 core 'standards', shared between the domains. The 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.¹ Published scoring rules generate the overall YJS rating.² We inspected the quality of resettlement policy and provision separately and rated this work as 'Good'. The findings and subsequent ratings in those domains are described below.

Organisational delivery

We interviewed a total of 53 people across 13 meetings, including staff, volunteers, managers, board members, and managers and staff from partnership agencies. Key findings about organisational delivery were as follows.

Governance and leadership are rated 'Good'. The governance and leadership of the YJS sufficiently supports and promotes the delivery of a high-quality, personalised and responsive service for all children. The YJS Management board sets a clear vision and strategy for delivering a high-quality service for children; however, it currently lacks a strategy for responding to diversity. The YJS Management board includes all necessary statutory and non-statutory partners, with the exception of the clinical commissioning group. The Chair of the YJS Management board engages well with the YJS's work and has a strong and detailed understanding of it. Other members are active in their attendance and recognise the contributions their respective agencies make.

Board members advocate for the work of the YJS in their broader roles. They take a child-centred approach, give priority to work to support desistance and prevent harm and support integration with wider services. Staff understand their roles and responsibilities within the partnership arrangements, and what they are accountable for. The YJS is represented at the meetings of all relevant strategic groups.

The YJS leadership team provides an effective link to the Management board, delivering and implementing the board's vision and strategy. The leadership team communicates the vision and strategy to staff and promotes openness, constructive challenge and ideas. Risks to the service are, however, not well articulated in the youth justice plan.

Staffing is rated 'Good'. There is good staff morale and staff express positive views on the quality of leadership in the organisation and way the service is being led. Staffing levels are planned and reviewed to meet the changing demands and profiles of the children. Staff workloads in general are reasonable and actively managed. There is an effective strategy to maintain the quality of delivery during periods of

¹ HM Inspectorate of Probation's standards can be found here:

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

² Each of the 12 standards is scored on a 0–3 scale in which 'Inadequate' = 0; 'Requires improvement' = 1; 'Good' = 2; 'Outstanding' = 3. Adding these scores produces a total score ranging from 0 to 36, which is banded to produce the overall rating, as follows: 0–6 = 'Inadequate', 7–18 = 'Requires improvement', 19–30 = 'Good', 31–36 = 'Outstanding'.

planned and unplanned staff absence. The staffing of the YJS is representative of the diversity of the local population.

Staff are motivated to contribute to delivering a quality service. Cases are allocated to staff in line with their qualifications and experience. The YJS is considering increasing access to qualification routes for staff working on out-of-court cases. The number of volunteers and mentors is increasing, with more being appointed and trained. They are appropriately selected and supported to fulfil clearly defined roles. Staff are supported to develop and progress within the organisation.

There is an effective induction programme for new staff. Most staff speak positively about the regular supervision they receive. However, while management oversight of out-of-court disposals is judged sufficient, oversight of post-court cases and resettlement is mostly insufficient. The appraisal process is actively used to support staff development. Sufficient attention is given to recognising and rewarding exceptional work. Staff from all backgrounds have equitable access to promotion opportunities and reward and recognition.

The YJS identifies and plans for the learning needs of all staff and provides appropriate access to in-service training. It promotes and values a culture of learning and continuous improvement.

Partnership and services are rated 'Requires improvement'. Arrangements with most partners and providers are established, maintained and used to support desistance, maintain safety and wellbeing, and manage the risk of harm to others. However, substance misuse services are not well integrated with the work of the YJS, and too many children are not in school. Social workers do not always communicate well with the YJS or sufficiently understand its work. Applications for anti-social behaviour injunctions and criminal behaviour orders do not always seem appropriate.

The YJS's analysis of the profile of children is reasonably comprehensive and up to date. It captures most safety and wellbeing factors, risks of harm, and diversity factors; however, it does not capture all desistance needs. The YJS pays sufficient attention to local patterns of sentencing and offence types, helping to anticipate future demands. It uses the analysis to influence service delivery.

The YJS partnership has access to the volume, range and quality of most services, including specialist and mainstream interventions, to meet most of the children's desistance and diversity needs. It pays sufficient attention to the ability of the services to build on strengths and enhance protective factors. However, it does not yet consistently review and evaluate the quality of all services.

The YJS ensures that courts are sufficiently aware of the services available to support their sentencing decisions.

Information and facilities are rated 'Good'. The necessary policies and processes are in place to enable staff to deliver a quality service that meets the needs of all children. The YJS communicates them effectively to staff and they are regularly reviewed. However, the YJS needs to consider further the impact of its policies and guidance on diverse groups.

The YJS delivers its work in places that are sufficiently accessible to staff and children. These provide a safe place for working with children, and support effective engagement and the delivery of appropriate personalised work. The ICT systems enable staff to plan, deliver and record their work in a timely way, and to access information as required. The systems produce the necessary management information, including information on diversity.

Improvement plans are supported by the YJS's assurance systems and performance measures, the views of children and their parents or carers, and learning from audits, inspection and other review processes. All these sources of learning and evidence are used to drive improvement, with actions taken promptly when required.

We identified the following strengths:

- The Management board champions the needs of YJS children and has a clear focus on driving up the quality of practice
- Case managers' workloads are reasonable, and staff are motivated to deliver a good service
- There is a good balance of ethnicity within the staff group, with equal opportunities for progression
- There is a committed and knowledgeable team of health professionals
- An extensive range of well-coordinated preventative services are available
- There are good facilities for undertaking creative work with children in the Orange Box youth service building and on the YJS allotment.

But the following are areas for improvement:

- The board has insufficient understanding of why the number of children entering the criminal justice system in Calderdale is so high, or why the proportion of girls on the caseload is above the national average
- There is no strategy to address issues of diversity and disproportionality
- Management oversight of post-court and resettlement cases is ineffective in too many cases
- There are not enough qualified staff working with out-of-court cases
- Systemic and trauma-informed practice are not yet fully embedded
- Too many school-age children are not in full-time education placements
- Substance misuse services are not sufficiently integrated with the work of the YJS.

Court disposals

We took a detailed look at 10 community sentences and one custodial sentence managed by the YJS. We also conducted nine interviews with the relevant case managers. We examined the quality of assessment; planning; implementation and delivery of services; and reviewing. Each of these elements was inspected in respect of work done to address desistance, to keep the child safe, and to keep other people safe.

Our key findings about court disposals are as follows. Assessment in post-court cases demonstrates a good understanding of the reasons why children offend and builds on assessments completed by those working in other disciplines, including the YJS health team. This provides a well-rounded view of children's needs. However, case managers do not consistently keep the assessments up-to-date and rely too much on data pulled through from previous assessments without checking whether it is current. Classification of the levels of concern for the children's safety and wellbeing and risk of harm to others are almost always accurate and defensible; however, not

all relevant factors are identified or analysed sufficiently and there is too little analysis of how to build children's internal controls.

Planning is the strongest aspect of practice in post-court cases. There are good examples of how plans are co-produced with children to address desistance, safety and wellbeing factors, and risk to others, which is promising practice. However, not all necessary plans were in place at the start of orders and licences, and the timeliness and sequencing of interventions need attention, along with plans to address contingencies when they arise.

Implementation and delivery are disappointing. Too many cases appear to lose momentum and fail to live up to the promising plans. Management oversight needs improving to support case managers to reflect on how to tailor interventions to maximise children's motivation and engagement, and to improve coordination with other agencies to keep children and other people safe.

Reviewing is weak in relation to all three key questions. It too often failed to identify and address changes in factors relating to desistance, safety and wellbeing or risk to others, or to adapt approaches and plans accordingly. Some cases were not formally reviewed when significant changes occurred, offences were committed, or concerns arose. The risk, safety and wellbeing meetings, although helpful, did not always achieve the coordinated inter-agency responses that were needed.

We identified the following strengths:

- Quality analysis and understanding of the reasons why children offend
- Evidence of children's involvement in planning to address desistance, safety concerns and risk to others
- Intensive supervision and support services that engage children effectively and reduce the likelihood of them reoffending
- Regular and timely reviews of progress by referral order panels.

But the following are areas for improvement:

- Producing assessments that are timely, current and consistent
- Ensuring that plans are completed for all orders and licences, and improving the timeliness and sequencing of planned interventions
- Strengthening planning for contingencies in relation to emerging concerns for the safety and wellbeing of children and risks to others
- Improving analysis of concerns about children's safety and risk to others, and implementing a balance of internal and external controls for the children that address these risks.
- Improving management oversight and reflective practice to ensure that staff work effectively with children on plans to support desistance
- Improving coordination and review of service delivery with children's services and in relation to interventions to address anti-social behaviour.

Out-of-court disposals

We inspected 17 cases managed by the YJS that had received an out-of-court disposal. These consisted of four youth conditional cautions, eight youth cautions and five community resolutions. We interviewed the case managers in 16 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, to keep the child safe and to keep other people safe. The quality of the work undertaken for each factor needs to be above a specified threshold for each aspect of supervision to be rated as satisfactory.

We also inspected the quality of policy and provision in place for out-of-court disposals, using evidence from documents, meetings and interviews.

Our key findings about out-of-court disposals are as follows.

The assessments inspectors saw were comprehensive. They were drawn up using the YJS's own assessment tool, which gave a detailed understanding of children and their needs, risks and concerns. The YJS has devised child-friendly plans that are co-produced with the children; however, these were less effective at setting out contingencies should concern for children's safety and wellbeing increase. Case managers work well with children, their parents and carers, achieving a high level of compliance with planned work, which in most cases involves voluntary attendance.

The YJS has an out-of-court disposal policy that describes the arrangements for delivering a high-quality service for all children. The policy sets out arrangements to keep children safe, ensure the safety of other people and promote diversion. It explains the arrangements for accessing and exchanging information with the police, children's services, health and education. The policy could set out more clearly how it responds to children's diversity needs.

Joint decision-making processes are established, with most relevant partners actively engaged. However, children's services are not a core member of the panel. Decision-making is timely, robust and defensible. There is appropriate access to most services to support desistance, children's safety and wellbeing, and to reduce the risk of harm, including comprehensive healthcare services. Out-of-court disposal provision pays attention to keeping children and other people safe and promoting diversion. Victims' views are represented in decision-making and when considering restorative interventions.

The YJS has undertaken some reviews of the out-of-court disposal policy and provision and is working with other Youth Offending Teams (YOTs) in West Yorkshire to develop more consistent evidence-based provision, including the Chance to Change pilot. Reviews of reoffending have led to an improved triage process with the police and the Liaison and Diversion Service, which is diverting more children into preventative services at an earlier stage. However, insufficient consideration is given to scrutinising the effectiveness of the out-of-court panel in reducing the number of children receiving criminal records.

We identified the following strengths:

- Good-quality assessments using the YJS's local assessment tool
- Child-friendly plans that address issues of desistance, safety and wellbeing and risk to others
- Early intervention and preventative services that divert children away from formal interventions
- An effective out-of-court disposal panel that makes timely, well-informed and defensible decisions.

But the following are areas for improvement:

- Planning to address situations where concerns about children's safety and wellbeing might increase is not sufficiently detailed
- There is insufficient understanding of the reasons why the numbers of children entering the formal criminal justice system in Calderdale are so much higher than the national average.

Resettlement

Resettlement policy and provision is rated 'Good'. We inspected the quality of policy and provision in place for resettlement work, using evidence from documents, meetings and interviews. We inspected two cases managed by the YJS that had received a custodial sentence. Our key findings about resettlement work are as follows.

The resettlement policy describes the arrangements for delivering a high-quality service for all children across the seven resettlement pathways. It is based on evidence and focuses on improving the quality of service delivery, although it lacks a focus on diversity. The resettlement policy recognises the importance of helping children through personalised support that is constructive, strengths-based and future-focused to achieve a more positive pro-social identity. The policy sets out an approach to meeting victims' needs and there are arrangements for exchanging information with partners and providers.

Suitable and timely accommodation is available for most children leaving custody and appropriate access to most other services, including healthcare, is available for all, although access to education, training and employment is inconsistent. Resettlement provision pays attention to keeping children and other people safe and addresses the needs of victims.

The YJS reviews its resettlement policy and provision in conjunction with the Resettlement Consortium, and the resettlement pathfinder, which is being evaluated. It reviews data to identify any disproportionality in sentencing or the outcomes of resettlement practice, but with small numbers sent to custody there are no significant trends. Examination of education, training and employment outcomes has led to the appointment of an education officer to increase performance against these key measures.

We identified the following strengths:

- There is a comprehensive resettlement policy, with clear expectations of service delivery across the seven pathways
- High-quality guidance and training on constructive resettlement are delivered through the South and West Yorkshire Resettlement Consortium
- Accommodation standards for children leaving custody are met.

But the following are areas for improvement:

- The resettlement policy should set out how children's diversity needs will be met
- Education, employment and training provision and outcomes following release are inconsistent

Recommendations

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

The Calderdale Youth Justice Service Management board should:

1. increase the proportion of school-age children in full-time education
2. improve access to substance misuse services for YJS children and review the quality of these services.

The Calderdale Youth Justice Service should:

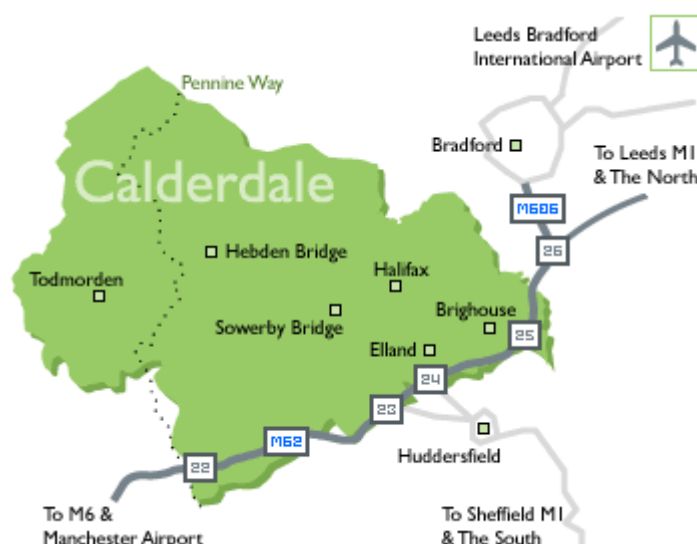
3. develop an understanding of the reasons for the high number of children in Calderdale entering the formal criminal justice system for the first time and devise plans to address these reasons
4. develop a strategy and guidance for staff on meeting the diversity needs of YJS children, and addressing any disproportionality in access to or outcomes of services
5. improve the management oversight of post-court and resettlement cases
6. ensure that assessments in post-court cases are timely and kept up to date
7. improve the timeliness and sequencing of planned interventions in post-court cases
8. improve planning for contingencies in relation to ensuring the safety and wellbeing of children and managing the risk of harm to others.

Background

Youth offending teams (YOTs) work with children aged 10 to 18 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.

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.³ Most YOTs are based within local authorities, although 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.



Calderdale Youth Justice Service

Calderdale is a metropolitan district, situated in the South Pennines between Greater Manchester, Leeds and Bradford. It is one of the largest districts in England by area, but one of the smallest by population, covering the towns of Brighouse, Elland, Halifax, Hebden Bridge, Sowerby Bridge and Todmorden. The number of children aged 10 to 17 in Calderdale was estimated to be 20,818 in 2020. Of these children, 50.2 per cent are female and 49.8 per cent male. The national census of 2011 showed that 85 per cent of the youth population was white British, 12 per cent were Asian/Asian British and 3 per cent were from other backgrounds. However, more recent school census data (January 2021) shows that 74.6 per cent of secondary

³ The *Crime and Disorder Act 1998* set out the arrangements for local YOTs and partnership working.

school pupils are of white ethnicity and 24.8 per cent are from a minority ethnic group (with 0.6 per cent not disclosed).

Calderdale YJS is located within the Early Intervention and Safeguarding department of the Children and Young People's Directorate. It sits alongside the Family Intervention Team, Children's Social Care, and the Youth Service. The YJS had a change of service manager in July 2020, following a restructure that aligned Early Help and Targeted Support. Calderdale's YOT has been referred to as the YJS since July 2019. The name was changed to recognise the shifting practice and ethos in the work being carried out by practitioners.

The service has gone through a period of transformation, with some structural and practice changes. The role of the practice manager has been reviewed and expanded to provide consistency and support for case managers. The YJS has introduced an education, training and employment officer to strengthen its approach to helping children to access their education entitlement. The newly appointed quality assurance and learning officer will support the team with its improvement work and help to embed learning and reinforce best practice.

The team is based in the centre of Halifax, the 'Orange Box' (a state-of-the-art youth service building funded by My Place), enables the service to provide a non-stigmatising offer to children being supported. The Orange Box provides a range of facilities that support children and allows them the space to socialise, learn, participate in activities and develop their personal skills. This includes co-located services provided by the voluntary sector.

Over the past 18 months, during the Covid-19 pandemic, there have been significant challenges and changes to the way the YJS safely delivers services. The team has adapted and developed innovative and creative ways of maintaining contact with children and their families. Various forms of technology and social media have been used, such as the telephone, WhatsApp, and FaceTime. Some children missed the face-to-face contact and the team has prioritised the most vulnerable and high-risk cases, ensuring that they are seen using social distancing and increasing the use of the YJS allotment. This is a place where children can attend in a safe, controlled, socially distanced environment. The YJS has updated its recovery plan as restrictions have lifted. Children are now accessing face-to-face appointments and referral order panels are operating face-to-face.

The profile of children being supported by the service has fluctuated over the last few years, similar to other youth justice services. Calderdale YJS has seen an increase in the use of community disposals and delays in charging decisions from the Crown Prosecution Service. There has been an overall reduction in the number of statutory interventions and an increase in voluntary support. Many of the children and families are presenting with complex needs that require significant partnership working to address and intervene positively to reduce harm or risk.

Calderdale Court closed in the summer of 2016. Staff from Calderdale YJS work with colleagues in Bradford and other parts of West Yorkshire to provide a service at Bradford and Leeds courts. This ensures that children in West Yorkshire have access to consistent services.

Contextual facts

Population information⁴

279	First-time entrant rate per 100,000 in Calderdale ⁵
167	First-time entrant rate per 100,000 in England and Wales
41.7%	Reoffending rate in Calderdale ⁶
34.8%	Reoffending rate in England and Wales
211,439	Total population of Calderdale
20,818	Total youth population (10–17 years) of Calderdale

Caseload information⁷

Age	10–14 years	15–17 years
Calderdale YJS	37%	63%
National average	22%	78%

Race/ethnicity ⁸	White	Black and minority ethnic	Unknown
Calderdale YJS	82%	15%	3%
Youth population (10–17 years)	75%	25%	<1%

Gender ⁹	Male	Female
Calderdale YJS	81%	19%
National average	85%	15%

Additional caseload data¹⁰

52	Total current caseload, of which:
40	Court disposals
12	Out-of-court disposals

⁴ Office for National Statistics. (2021). *UK population estimates, mid-2020*.

⁵ Youth Justice Board. (2021). *First-time entrants, January to December, 2020*.

⁶ Ministry of Justice. (2021). *Proven reoffending statistics, January to December, 2019*.

⁷ Youth Justice Board. (2021). *Youth justice annual statistics: 2019 to 2020*.

⁸ Data supplied by the YJS.

⁹ Data supplied by the YJS

¹⁰ Data supplied by the YJS, reflecting the caseload at the time of the inspection announcement.

Of the 40 court disposals

36	Total current caseload of community sentences
4	Total current caseload in custody
0	Total current caseload on licence

Of the 12 out-of-court disposals

8	Total current caseload of youth caution
3	Total current caseload of youth conditional caution
1	Total current caseload of community resolution or other out-of-court disposal

Education and child protection status of caseload

9%	Proportion of current caseload 'looked after children' resident in the YOS area
1%	Proportion of current caseload 'looked after children' placed outside the YOS area
4%	Percentage of current caseload with child protection plan
7%	Percentage of current caseload with child in need plan
40%	Percentage of current caseload aged 16 and under in full-time school
23%	Percentage of children aged 16 and under in a pupil referral unit, alternative education, or attending school part time
12%	Percentage of current caseload aged 17+ not in education, training or employment

For children subject to court disposals (including resettlement case):

Offence types ¹¹	%
Violence against the person	46%
Sexual offence (contact)	15%
Robbery	8%
Criminal damage	8%
Summary motoring offences	15%
Other indictable offences	8%

¹¹ Data from the cases assessed during this inspection.

1. Organisational delivery

Governance and leadership are rated 'Good'. The governance and leadership of the YJS sufficiently supports and promotes the delivery of a high-quality, personalised and responsive service for all children. The YJS Management board sets a clear vision and strategy for delivering a high-quality service for children; however, it currently lacks a strategy for responding to diversity. The YJS Management board includes all necessary statutory and non-statutory partners, with the exception of the clinical commissioning group. The Chair of the YJS Management board engages well with the YJS's work and has a strong and detailed understanding of it. Other members are active in their attendance, recognising the contributions their respective agencies make.

Board members advocate for the work of the YJS in their broader roles. They take a child-centred approach, give priority to work to support desistance and prevent harm and support integration with wider services. Staff understand their roles and responsibilities within the partnership arrangements, and what they are accountable for. The YJS is represented at the meetings of all relevant strategic groups.

The YJS leadership team provides an effective link to the Management board, delivering and implementing the board's vision and strategy. The leadership team communicates the vision and strategy to staff and promotes openness, constructive challenge and ideas. Risks to the service are, however, not well articulated in the youth justice plan.

Staffing is rated 'Good'. There is good staff morale and staff express positive views about the quality of leadership in the organisation and way the service is being led. Staffing levels are planned and reviewed to meet the changing demands and profiles of the children. Staff workloads in general are reasonable and are actively managed. There is an effective strategy to maintain the quality of delivery during periods of planned and unplanned staff absence. The staffing of the YJS is representative of the diversity of the local population.

Staff are motivated to contribute to delivering a quality service. Cases are allocated to staff in line with their qualifications and experience. The YJS is considering increasing access to qualification routes for staff working on out-of-court cases. The number of volunteers and mentors is increasing, with more being appointed and trained. They are appropriately selected and supported to fulfil clearly defined roles. Staff are supported to develop and progress within the organisation.

There is an effective induction programme for new staff. Most staff speak positively about the regular supervision they receive. However, while management oversight of out-of-court disposals is judged sufficient, oversight of post-court cases and resettlement is mostly insufficient. The appraisal process is actively used to support staff development. Sufficient attention is given to recognising and rewarding exceptional work. Staff from all backgrounds have equitable access to promotion opportunities and reward and recognition.

The YJS identifies and plans for the learning needs of all staff and provides appropriate access to in-service training. It promotes and values a culture of learning and continuous improvement.

Partnership and services are rated 'Requires improvement'. Arrangements with most partners and providers are established, maintained and used to support desistance,

maintain safety and wellbeing, and manage the risk of harm to others. However, substance misuse services are not well integrated with the work of the YJS, and too many children are not in school. Social workers do not always communicate well with the YJS or understand its work. Applications for anti-social behaviour injunctions and criminal behaviour orders do not always seem appropriate. The YJS's analysis of the profile of children is reasonably comprehensive and up to date. It captures most safety and wellbeing factors, risks of harm, and diversity factors; however, it does not capture all desistance needs.

The YJS partnership has access to the volume, range and quality of most services, including specialist and mainstream interventions, to meet most of the children's desistance and diversity needs. It pays sufficient attention to the ability of the services to build on strengths and enhance protective factors. It does not yet consistently review and evaluate the quality of all services.

The YJS ensures that courts are sufficiently aware of the services available to support their sentencing decisions.

Information and facilities are rated 'Good'. The necessary policies and processes are in place to enable staff to deliver a quality service that meets the needs of all children. The YJS communicates them effectively to staff and they are regularly reviewed. However, the YJS needs to consider further the impact of its policies and guidance on diverse groups.

The YJS delivers its work in places that are sufficiently accessible to staff and children. These provide a safe place for working with children, and support effective engagement and the delivery of appropriate personalised work. The ICT systems enable staff to plan, deliver and record their work in a timely way, and to access information as required. The systems produce the necessary management information, including information on diversity.

Improvement plans are supported by the YJS's assurance systems and performance measures, the views of children, their parents or carers and learning from audits, inspection and other review processes. All these sources of learning and evidence are used to drive improvement, with actions taken promptly when required.

Strengths

- The Management board champions the needs of YJS children and has a clear focus on driving up the quality of practice.
- Case managers' workloads are reasonable, and staff are motivated to deliver a good service.
- There is a good balance of ethnicity within the staff group, with equal opportunities for progression.
- There is a committed and knowledgeable team of health professionals.
- An extensive range of well-coordinated preventative services are available.
- There are good facilities for undertaking creative work with children in the Orange Box youth service building and on the YJS allotment.

Areas for improvement

- The board has an insufficient understanding of why the number of children entering the criminal justice system in Calderdale is so high, or why the proportion of girls on the caseload is above the national average.
- There is no strategy to address issues of diversity and disproportionality.
- Management oversight of post-court and resettlement cases is ineffective in too many cases.
- There are not enough qualified staff working with out-of-court cases.
- Systemic and trauma-informed practice are not yet fully embedded.
- Too many school-age children are not in full-time education placements.
- Substance misuse services are not sufficiently integrated with the work of the YJS.

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.

Good

Key data

Total spend in previous financial year	£1,062,640
Total projected budget current for financial year	£987,854

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

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

The YJS has a clearly articulated vision, which has been developed with input from children. The Management board has set out its priorities in a comprehensive youth justice plan. These mainly link to the Youth Justice Board's performance measures and include performance on education, training and employment (ETE) measures. There is a clear focus on driving up quality, evidenced by the appointment of a new quality assurance officer, and there are plans to link board members with specific quality audits. The board has considered diversity data but has yet to set any specific equality objectives.

The board is chaired by the Director of Children and Young People's Services for Calderdale, who has a detailed understanding of the work of the YJS. The board includes a wide range of statutory and non-statutory members that add value to the work of the YJS. These include voluntary organisations, the Women Centre and the community safety partnership. While there is representation from public health, there

has not been any representation from health commissioners, although this has not had an impact on the provision of health services, which are well developed.

The board instituted a peer review with the East Riding YOT, which resulted in an improvement board led by the Chair of the Management board. This focused, among other priorities for development, on vision and leadership, staffing structures, the quality of assessments, and capturing the voices of children and victims. As a result of the peer review, the YJS has developed supervision plans outside of AssetPlus, with input from the speech and language therapist (SALT). These are engaging and child friendly and enable children to see what they have agreed to do to support their desistance and to manage their safety and wellbeing and risk to others.

As a result of a case audit by an external consultant, the board agreed a series of actions to improve the quality of casework. Much of this has already been completed, although it has not fully come through in the cases inspected, which began before the improvements were made.

Do the partnership arrangements actively support effective service delivery?

Management board members clearly articulate how they champion the work of the YJS in their substantive roles and the partnership boards they are members of. For example, they improve and expand preventative services and commission youth outreach. There are effective links with a wide range of partnerships, for example the children's safeguarding partnership, which leads on contextual safeguarding, and the community safety partnership, which leads on violent and hate crime. There is, however, a need to ensure that children's services staff have a better understanding of the work of the YJS.

Not enough of the YJS cohort of children are currently in school. The board member responsible for vulnerable learners, who is head of the virtual school, is developing initiatives to reduce the number of YJS children who are not in education. They are carrying out a review of the pupil referral unit to improve provision. There is strong health partnership, including a general health nurse, a Child and Adolescent Mental Health Service (CAMHS) nurse, and a speech and language therapist. These services are funded by three different health commissioners.

While there is provision for services for older girls via the Women Centre, board members were unaware of the comparatively high proportion of girls on the YJS caseload or the reasons for this.

Does the leadership of the YOT support effective service delivery?

The Chair of the Board held a strategy planning day with all the staff to enable them to contribute to the Board's Youth Justice Plan. Of the staff members who responded to our survey, 10 out of 12 said they were 'very' or 'quite' aware of the activities of the Management board, and all said they were 'very' or 'quite' aware of the YJS vision and strategy. Ten of the 12 said they were 'fully' or 'mostly' updated on strategic issues. The YJS does not currently have a risk register, so it is unclear whether risks to service delivery are sufficiently understood.

The leadership team has been restructured, with a reduction of one team manager and recruitment of an additional practice manager and a quality assurance officer, to increase the focus on the quality of service delivery. Staff consider that the changes to the leadership structure are positive and spoke highly of the team manager. Ten of the 12 staff members who responded to our survey said they were often able to provide ideas and challenge to their managers.

1.2. Staff



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

Good

Key staffing data¹²

Total staff headcount (full-time equivalent (FTE))	27
Total headcount, qualified case managers (FTE) ¹³	6.1
Vacancy rate (total unfilled posts as a percentage of total staff headcount)	5.9%
Vacancy rate, case managers only (total unfilled case manager posts as a percentage of total case manager headcount)	14%
Average caseload, case managers (FTE equivalent) ¹⁴	10-12
Average annual working days sickness (all staff)	20.65
Staff attrition (percentage of all staff leaving in 12-month period)	11%

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

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

Following the restructure last year, the number of full-time equivalent case managers reduced from 12.5 to 11.1, and average caseloads increased from 8–10, to 10–12. Of the staff who responded to this survey question, eight out of 11 said that their workload was 'manageable'; the other three said it was 'too high'. The management team work well together to manage workloads and their own workloads appear reasonable.

Three staff have been on long-term absence because of long Covid, and the board has approved agency cover for these posts. At the time of the inspection, some staff were carrying higher caseloads because of this sickness absence and there were 1.6 full-time equivalent (FTE) case manager vacancies. However, these vacancies have been recruited to and staff expressed confidence that caseloads would become more manageable.

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

Practitioners with a relevant social work, youth justice or probation qualification comprise just over half of the case manager posts. All but one are located in the post-court unit. There are two qualified social workers at present, with a third due to join shortly. Cases are allocated within each of the two practice units, taking into

¹² Data supplied by YOS and reflecting staffing at the time of the inspection announcement.

¹³ Qualified case managers have a relevant social work, youth justice or probation qualification.

¹⁴ Data supplied by YOS, based on staffing and workload at the time of the inspection announcement.

account the staff member's workload, diversity and preferences. The out-of-court unit has just one qualified member of staff; it is recognised that more qualified staff are needed, given the increasing complexity of these cases. The YJS is considering taking some staff through an apprenticeship route to qualification to address this issue.

Of the staff in post, 37 per cent (10 out of 27) come from black, Asian and minority ethnic communities, which compares with 10 per cent of residents from these communities in Calderdale in the 2011 census. Female staff comprise 70 per cent of staff in post. The YJS has demonstrated how it has enabled staff, including minority ethnic staff, to progress through the organisation, and it has many long-serving staff who have developed their careers in Calderdale.

There are currently four active volunteers, all of whom are white and three of whom are female; more volunteers are being recruited and trained with the aim of creating a more diverse pool of volunteers and mentors.

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

The YJS commissioned an external audit of cases in July 2021, which identified deficiencies in management oversight. As a consequence, it arranged training for all practice managers in October 2021 on systemic reflective practice, with a refresher in December. However, the cases inspected began before this training. Inspectors judged that management oversight was insufficient in nine of the 10 post-court cases where it was needed and in both resettlement cases. By contrast, oversight was judged sufficient in 11 out of 15 out-of-court cases. The YJS has recently produced detailed guidance and expectations in relation to how management oversight should be conducted.

Of the staff surveyed, 10 out of 11 said that the frequency of supervision was 'just right'. Five rated the quality of supervision and support 'very good', five 'quite good' and one 'not at all good'. All but one volunteer rated the quality of support they receive as 'very good'. Newer staff spoke positively of their induction and initial training, much of which has taken place face-to-face in the office. Existing staff confirmed that their appraisals had been 'quite' or 'very' valuable and all have individual development plans.

Are arrangements for learning and development comprehensive and responsive?

The improvement board commissioned a full training needs analysis, which identified a raft of priority training for YJS staff. A range of training programmes have since been implemented, with further needs identified through an external audit of cases. This supplements core training delivered by the local authority and through the local safeguarding partnership. Recent training has focused on improving assessment and planning and managing risk; the fruits of which may not yet be fully evident in the cases inspected. Of the 11 staff completing this survey question, 10 indicated that their training and development needs were 'mostly' or 'fully' met.

The local authority in Calderdale is implementing systemic practice in children's services as its practice model. YJS staff received training on this model in 2021, which was overseen by the principal social worker. Staff are supported in this practice through individual and team reflective supervision; however, further work is required to fully embed it.

The CAMHS practitioner is the trauma-informed practice lead for the YJS and has recently delivered training on understanding children's adverse childhood experiences to staff and volunteers. The YJS has yet to take the next step in turning this thinking into a fully developed way of working.

Do managers pay sufficient attention to staff engagement?

The Chair of the Board and the service manager held an event with staff to hear about what they were proud of, and where they felt there was room for improvement. Eight of the 11 staff who responded to our survey said that their views were listened to and acted on 'very well' or 'quite well'.

Of the 11 staff who responded to this survey question, 10 said that the YJS motivates them to deliver high-quality services 'to some extent' or 'to a great extent'. Five staff said that exceptional work is 'always' recognised and six that it is 'sometimes' recognised. Of those who answered the staff survey who had individual diversity needs, two of the 10 said that their diversity needs were 'not that well' recognised and responded to. Team meetings include a section for sharing good news and positive feedback. Each month, children's services recognise 'employees of the month'. In the last two months, members of the YJS have received this recognition award or been highly commended.

1.3. Partnerships and services



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

Requires improvement

Caseload characteristics

Percentage of current caseload with mental health issues	63.5%
Percentage of current caseload with substance misuse issues	61.5%
Percentage of current caseload with a learning disability, learning difficulty or an education, health and care plan	59.6%

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

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

The YJS uses information from ChildView to analyse desistance data, such as ETE status. However, it does not analyse all the desistance data available in AssetPlus, such as substance misuse and mental health needs. Information on desistance needs from the local area assessments completed on out-of-court cases is not recorded in a way that can be easily analysed. The health team conducts a health needs assessment on every child supervised by the YJS. Information on the speech, language and communication needs of children has been used to secure continued funding for the speech and language therapist.

A comprehensive analysis has been conducted of diversity factors, including trends in ethnicity, gender, children's services involvement, and special educational needs.

This has identified some groups that are overrepresented, and this analysis would be further improved by benchmarking with other YOTs.

The Resettlement Consortium completed a West Yorkshire wide analysis of children entering and leaving custody based on information provided by YJ Services. Calderdale YJS used this report to drill down on the information specific for Calderdale children. This identified the need to improve educational outcomes, which has supported the appointment of an education officer to address this issue.

Information on trends in sentencing and offence types is collated and reviewed.

Careful analysis of the factors underlying the re-offending rates of those on out-of-court disposals has led to a triage panel being set up. This aims to divert into preventative services those children whose offences would otherwise be assigned no further action. However, the reasons why the number of children receiving criminal convictions in Calderdale is so high have not been sufficiently analysed.

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

In the large majority of cases, inspectors judged that sufficient services were available to address desistance needs, safety and wellbeing concerns and risk of harm to others. However, there were delays in getting access to CAMHS interventions before the current worker took up their post, as well as delays in obtaining assessments for learning disabilities. Partnership staff identified that services to address emotional wellbeing are lacking.

The YJS has a strong, committed health team, which includes a general nurse, CAMHS worker, and speech and language therapist. The team provides a range of services and health referrals. The CAMHS, victims and SALT workers are piloting an initiative to address the rising number of assaults on emergency workers. This will involve educating police and other workers about childhood trauma and communication issues that may affect the way children behave, as well as helping the children to understand emergency workers' perspectives, using a restorative approach.

The seconded police officer has access to a range of learning and outdoor pursuit resources, which are provided by the police early action team and by colleagues at their Sunnyvale Activity Centre. The victim worker enables victims' voices to be heard in decision-making. However, restorative justice has largely been limited to indirect activity and there have been no recent restorative justice conferences. Reparation activity has continued throughout the Covid-19 period using the YJS allotment. As services have opened up, a wider range of reparation activities are being introduced, including assisting with outdoor events, a charity shop and a foodbank. There are opportunities for children to obtain a construction skills certification scheme (CSCS) card that provides access to work in the construction industry.

A case manager specialises in work with girls, who form 19 per cent of the caseload. The case manager liaises with the Calderdale Women Centre and plans to re-establish a girls group. There are no specific initiatives for black children, who, though small in number, are over-represented on the caseload. The YJS works closely with Himmat (Arabic, meaning courage), a local community youth outreach organisation that has a particular focus on work in deprived areas that have a predominantly Asian population.

Quality audits of specific services have been limited; the recent appointment of a quality assurance officer should go some way to addressing this issue.

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

The YJS service manager is now also responsible for early intervention and youth services. This provides useful synergy and access to these services, some of which are co-located with the YJS. Links to children's services have improved with this restructure; however, some social workers do not communicate well enough with the YJS, or understand its work. For example, some children's placements have been changed without the YJS being notified, and YJS staff have had to chase responses to referrals to the multi-agency safeguarding team (MAST). There are good links with child exploitation services, who have weekly meetings about cases with YJS staff.

The proportion of school-age children not in education is a concern. The accuracy of data collection has improved recently, and the newly appointed education officer is making good links with education services via the Not in Education and Training (NET) meeting; however, 37 per cent of school-age children in the YJS are not in education. The CAMHS and SALT workers together have identified the learning needs of some children, which has enabled them to obtain an education, health and care plan and access to appropriate education for those children, avoiding permanent exclusion.

Although substance misuse services are available, they are not integrated with the YJS. While there are significant numbers of children with substance misuse problems, they are not referred to the services in sufficient numbers, in part because the services are not seen as helpful by the children themselves.

The YJS works with children to address anti-social behaviour, including the use of anti-social behaviour contracts. However, it is not clear that there is always effective communication with the YJS when the local authority is applying for anti-social behaviour injunctions and criminal behaviour orders. The powers given by youth rehabilitation orders and licences could be further explored to avoid measures that might work against children's desistance, safety and wellbeing.

The youth court panel covers the whole of West Yorkshire. There is no longer a court in Calderdale; the nearest court is in Bradford. The court survey indicated that sentencers have a good understanding of the work of YOTs in West Yorkshire as a whole, but consider it would be helpful to have specific links with YJS managers in Calderdale. A sentencer representative was invited on to the YJS Management board, but this was declined as presenting a conflict of interest. There is value in considering the number of children who have committed offences who are appearing in the courts without previously receiving an out-of-court disposal, given the high numbers of first-time entrants to the criminal justice system in Calderdale.

Involvement of children

The YJS contacted the children who had open cases at the time of the inspection, to gain their consent to a text survey. The 17 children who consented were sent the text survey, and four children replied.

The children were asked to rate the service of the YJS on a scale of 1 to 10. One child rated this as 10, one as 8, one as 7, and one as 1.

They made the following comments:

"She [the case manager] was very nice and polite about things and listened to what I had to say."

"Staff are friendly and helpful."

"Waste of time."

The children were also asked to rate the YJS, on a scale of 1 to 10, on how far they had been helped to stay out of trouble. One child rated this as 10, one as 9, one as 8 and one as 1. They were also asked to say how, and commented:

"Haven't got in trouble at all from what happened in August and [REDACTED] has helped me out by not getting into trouble".

"Just constantly reminding me that it will affect my future".

Inspectors also sought consent from the 30 children whose cases they were inspecting to speak to them about their experience of the YJS. Ten gave their consent and an inspector was able to speak to three of them on the telephone.

All three children confirmed that they knew the aims of the YJS, that their case managers had the right skills to work with them, and that they had access to the right services to help them stay out of trouble.

One child responded:

"[They] help me to stay out of trouble and help me keep off drugs. My YJS worker is bloody amazing, knows her stuff and looks out for me. I've had what I needed. It's up to me to sort myself out as well now. They mostly come to see me [or] I see them in the office. It's alright. I don't feel scared. It's all great, the YJS is bloody amazing".

The second child said:

"[They aim] to help me understand the wrong I have done and not do bad things again. My YJS worker is good. He knows what he's talking about. He listens and says good things to me about me. I have not really needed anything. I got a place at college myself. I didn't really need any help. My YJS worker mostly comes to see me at home. I go to the office sometimes. It's fine and I feel safe. My YJS worker is sound, nice and I can trust him. I won't be getting into trouble again".

The third child commented:

"It's a place where badly behaved kids go to get help. My worker is good at her job, she tells me what I need to do. I have not needed anything. I only go because I've been told that if I go to Orange Box, I won't get a criminal record. I wouldn't go otherwise. When I go to Orange Box, I have to fill out worksheets. They're alright. I can understand what they mean. They help me to see what I shouldn't do. They give me a travel warrant. I don't have to pay. If I complete the programme, I won't get a criminal record. I have to go every two weeks. I know I have done wrong so I'm not gonna do any more crime".

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:

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

We examined a limited number of policies provided to us by the YJS, children's services or the local safeguarding board. These covered risk, safety and wellbeing, management oversight, resettlement and out-of-court disposals. The policies were generally clear, up-to-date and contained dates for review. However, they paid insufficient attention to diversity, and the YJS lacks a specific policy and guidance on how it approaches issues of diversity and disproportionality.

Of the 11 staff who responded to our survey, five said they understand the policies and procedures that relate to their role 'very well' and the other six responded 'quite well'. Of the nine staff who refer to partners and providers, seven said they 'always' know how to access these services, and the other two said they do 'sometimes'.

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

Much of the service delivery happens in the Orange Box building in Halifax, which is a multi-purpose youth facility occupied by a number of disciplines besides the YJS, including youth services. This facility is well used and provides access to various co-located services and activities, including dance, theatre and a skate park. The activities at the centre are fully risk assessed, and take into account Covid-19 precautions. Face-to-face referral order panels have been taking place there but will be moving to a location that is airier and more spacious.

During the Covid-19 restrictions, many face-to-face meetings took place at the YJS allotment. Staff returned to working from the offices about six months ago. Of the 11 staff surveyed, six said that the delivery environment meets the needs of children 'to a great extent', and five responded 'to some extent'. Five staff said that the delivery environment is safe for staff and children 'to a great extent' and six said 'to some extent'.

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

At the beginning of the Covid-19 pandemic there were problems with ICT facilities for remote working. These have now been fully rectified and inspection staff noted how easy it was to access systems, records and staff remotely, with good technical back-up. Of the 11 staff responding to our survey, nine said that the ICT enabled them to deliver quality services 'very well' or 'quite well'.

Management information is provided by business support in children's services. The information is not as accessible as it would be if the YJS had its own service; however, the management information reports seen were thorough, appropriately detailed, and included diversity information where required.

Performance reports provided to the Management board at each meeting are detailed, showing trends and outlining areas for improvement. YJS managers now receive performance reports on a weekly and monthly basis.

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

In summer 2021, the YJS commissioned an external consultant to review the quality of casework in post-court and out-of-court disposal cases. The action plan that followed has largely been completed. It has involved improvements in processes and training for staff and managers. The YJS has conducted audits of its local area assessment tool for out-of-court cases, and these have resulted in improvements to the tool and the information collected. This fits with inspectors' positive judgements of the assessments observed in the out-of-court cases.

Practice managers undertake quality assurance of cases jointly with the members of staff they supervise. The new quality assurance officer role is designed to bring a more independent perspective to quality assurance activity.

Improvements designed to hear the voice of the child have included involving children in agreeing the YJS vision and producing child-friendly plans outside of AssetPlus. The YJS has also undertaken a survey of children's views of their experiences of the service during the Covid-19 lockdown period. This demonstrated that many children appreciated the opportunity to contact their case manager via video calls, and they would like to see this continue.

Findings from HM Inspectorate of Probation's annual report 2019-2020, and the thematic inspection of services during Covid-19, have been taken to the Management board, with an assessment produced of where the YJS is against these findings, and actions set out that the YJS will take as a consequence.

Diversity

Throughout our standards, we expect a personalised and responsive approach for all children, which includes taking account of their diversity and protected characteristics. Those factors may influence our judgements in specific standards. Here, we present an overall summary of the approach to diversity that we found in this YOT.

The YJS Management board has reviewed detailed demographic trends in the make-up of the YJS caseload. They have yet to benchmark this data with that of other YOTs or devise a strategy for addressing the diversity needs of the children the YJS is working with or addressing issues of disproportionality. While the YJS has good data on children by ethnicity, data on children's faith or belief and their sexuality was missing in about half of cases, and without such data it is difficult to ensure that children's needs are adequately understood or met.

The demography of Calderdale is changing. In the 2011 census, the youth population was 85 per cent white, and the proportion of children aged 10 to 17 years from black, Asian and minority ethnic communities was 15 per cent. By 2021, a survey of secondary-age children showed that the proportion from minority ethnic communities had risen to 25 per cent, with the largest increase being in the proportion of children from the Asian community. Within the YJS caseload, children of black and mixed heritage are over-represented, while children of Asian heritage are under-represented, yet, although the numbers of such children are small, there is no specific guidance for staff on working with these over-represented groups. Data from the resettlement

tracker shows that in the last six years the proportion of black, Asian and minority ethnic children receiving custodial sentences is 30 per cent, though because of the small numbers there are wide fluctuations from year to year.

The proportion of girls on the caseload is high. At the time of the inspection girls made up 19 per cent of cases, having fallen from 25 per cent in 2020-2021, but this compares with 15 per cent nationally. The reasons for this comparatively high proportion of girls entering the criminal justice system in Calderdale have not been identified and would merit investigation by comparison with other YOTs. Calderdale also has a higher proportion of children aged 10 to 14 years with criminal records (cautioned or sentenced) on their caseload, at 37 per cent compared with 22 per cent for YOTs across England and Wales. This may be a contributory factor to Calderdale's high numbers of first-time entrants overall.

While there are no specific services for black, Asian and minority ethnic children, the YJS works with Himmat, a youth outreach service that has a particular presence in areas with high levels of deprivation in Halifax where many Asian families live. The YJS also works with the Calderdale Women Centre, which provides services for the older girls. A case manager specialises in working with girls and is looking to re-start a girls group.

The composition of the staff group includes 37 per cent of staff who come from black, Asian or minority ethnic communities. Several of these minority ethnic staff have progressed into management grades. All the four current volunteers are white and three of them are female; however, the YJS is in the process of recruiting and training a wider group of volunteers to be referral order panel members and mentors, so that the group reflects the composition of the local community.

In the post-court cases inspected, analysis of children's diversity factors and plans to address their diversity issues were insufficient in too many cases. Similarly, service delivery did not take into account the child's diversity in too many cases, and reviewing did not analyse or respond to diversity factors in the majority of cases. This picture was reversed in out-of-court cases, where diversity factors were addressed sufficiently in assessing, planning and delivery in a reasonable majority of cases.

2. Court disposals

We took a detailed look at 10 community sentences and one custodial sentence managed by the YJS. We also conducted nine interviews with the relevant case managers. We examined the quality of assessment; planning; implementation and delivery of services; and reviewing. Each of these elements was inspected in respect of work done to address desistance, keep the child safe and keep other people safe.

Assessment is rated 'Requires improvement' because, while assessment of desistance was sufficient in a reasonable majority of cases, assessment of how to keep both children and other people safe was sufficient in too few cases. Planning is rated 'Good'. It was sufficient in relation to desistance and to children's and other people's safety in a reasonable majority of cases. The ratings panel applied professional discretion to the results of the implementation and delivery standard. After considering all of the evidence, and the views of the lead inspector, the HM Inspectorate of Probation ratings panel agreed that the judgements should move from 'Inadequate' to 'Requires improvement', bringing scores in line for implementation and delivery across desistance, the child's safety and wellbeing, and the safety of other people. Reviewing is rated 'Inadequate' because reviewing of desistance was sufficient in too few cases, and reviewing of both the child and other people's safety was insufficient in the majority of cases.

Assessments in post-court cases demonstrated a good understanding of the reasons why the children offended. They built on assessments completed by other services, including the YJS health team, which provided a well-rounded view of children's needs. However, case managers did not consistently keep them up-to-date and relied too much on data pulled through from previous assessments without checking whether it was current. Classification of the levels of concern for the children's safety and wellbeing and risk of harm to others was almost always accurate and defensible; however, not all relevant factors were identified or analysed sufficiently and there was too little analysis of how to build children's internal controls.

Planning was the strongest aspect of practice in post-court cases. Inspectors saw good examples of plans being co-produced with children to address desistance, safety and wellbeing factors, and risk to others, which is promising practice. However, not all necessary plans were in place at the start of orders and licences, and the timeliness and sequencing of interventions need attention, along with plans to address contingencies when they arise.

Implementation and delivery of practice was disappointing across desistance, safety and wellbeing and risk to others. Too many cases appeared to lose momentum and fail to live up to the promising plans. Management oversight needs improving to support case managers to reflect on how to tailor delivery to maximise children's motivation and engagement, and to improve coordination with other agencies to keep children and other people safe.

Reviewing is weak in relation to all three key questions. It too often failed to identify and address changes in factors relating to desistance, safety and wellbeing or risk to others, or to adapt approaches and plans accordingly. Some cases were not formally reviewed when significant changes occurred, offences were committed, or concerns arose. The risk, safety and wellbeing meetings, although helpful, did not always achieve the coordinated inter-agency responses that were needed.

Strengths

- Quality analysis and understanding of the reasons why children offend.
- Evidence of children's involvement in planning to address desistance, safety concerns and risk to others.
- Intensive supervision and support services that engage children effectively and reduce the likelihood of them reoffending.
- Regular and timely reviews of progress by referral order panels.

Areas for improvement

- Producing assessments that are timely, current and consistent.
- Ensuring that plans are completed for all orders and licences, and improving the timeliness and sequencing of planned interventions.
- Strengthening planning for contingencies in relation to emerging concerns for the safety and wellbeing of children and risks to others.
- Improving analysis of concerns about children's safety and risk to others, and implementing a balance of internal and external controls for the children that address these risks.
- Improving management oversight and reflective practice to ensure that staff work effectively with children on plans to support desistance.
- Improving coordination and review of service delivery with children's services and in relation to interventions to address anti-social behaviour.

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 rating¹⁵ for assessment is based on the following key questions:

	% 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	73%
Does assessment sufficiently analyse how to keep the child safe?	64%
Does assessment sufficiently analyse how to keep other people safe?	55%

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, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

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

In a reasonable majority of cases assessments to support desistance were sufficient. In almost all cases the assessments demonstrated a good understanding of the child's attitude towards and motivation for offending, their personal circumstances and the structural barriers they faced in moving away from offending. They took into account information held by other agencies and involved children in their assessments. In eight of the 11 cases the assessments paid attention to the child's maturity and ability and motivation to change, and focused on the child's strengths and protective factors. The better assessments identified the impact of children's earlier experiences and built on assessments of speech, language and communication difficulties, mental health issues and special educational needs.

However, in the majority of cases there was no clear up-to-date written assessment of the child's desistance. In too many cases, AssetPlus assessments were 'pulled through' from previous documents or were absent, they were not timely or current, or there was insufficient analysis of the most recent offences, and they therefore provided an insufficient basis on which to plan interventions in some cases.

Does assessment sufficiently analyse how to keep the child safe?

This lack of an up-to-date single comprehensive written assessment in some cases was also apparent in analysing how best to keep children safe, with the danger that some information may be missed, as in this case:

Poor practice example

George was sentenced to a youth rehabilitation order (YRO) for an offence of assault by beating. While the case manager's classification of medium concern is appropriate, the evidence to support such a view is pulled through from historical assessments and does not adequately reflect what is being experienced by the child, given the reported family dynamic, ETE challenges, peer friendships, self-confidence and being a witness to domestic violence and substance use.

Assessments of safety and wellbeing were sometimes spread over several documents, such as the minutes of risk, safety and wellbeing meetings. Assessments identified all relevant factors in only just over half of cases; however, they did draw sufficiently on available sources of information and involve other agencies in the large majority of cases. Inspectors agreed with the classification of concerns for the child's safety and wellbeing in all cases.

The better assessments included information on and analysis of children's adverse childhood experiences and current issues. The most common shortfall was insufficient analysis of existing controls and interventions to support the child's welfare, which was lacking in the majority of cases.

Does assessment sufficiently analyse how to keep other people safe?

Here again there were too many cases where there was no single up-to-date assessment of risk to others. In several cases there were both assessments in AssetPlus and in the minutes of risk, safety and wellbeing meetings, and on occasions there were conflicting classifications of the level of risk. In too many cases the assessments did not identify or analyse all the relevant factors, as in this case:

Poor practice example

Neil was given a YRO for breaching previous orders, assault of an emergency worker and criminal damage. Although there is mention of people being harmed by Neil, there is not enough detail about who, how, where and when or his previous use of weapons. Information about risk to others is scattered throughout contacts and meeting notes but needs a clear record to identify who needs protecting. The lack of information about suitable and existing controls and the victim's needs and wishes is a big gap.

In all but one case inspectors agreed with the case manager's classification of risk to others, and in the case where they differed this was due to the classification being high rather than medium without sufficient justification. The better assessments outlined the controls and interventions needed to manage risk of harm; however, in some cases there was insufficient analysis of how to build up the child's internal controls rather than simply rely on external ones such as anti-social behaviour injunctions, which on their own were proving ineffective.

2.2. Planning



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

Good

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

	% 'Yes'
Does planning focus sufficiently on supporting the child's desistance?	73%
Does planning focus sufficiently on keeping the child safe?	73%
Does planning focus sufficiently on keeping other people safe?	82%

Does planning focus on supporting the child's desistance?

In a reasonable majority of cases sufficient services were planned to address desistance factors. However, inspectors judged that sufficient attention was paid to timescales and sequencing in only three of the 11 cases. This meant that opportunities were lost to undertake constructive work with children and take full advantage of teachable moments.

In most cases, child-friendly plans of work were co-produced with the children. However, in a number of cases there was a proliferation of plans, which were not sequenced or tied together well. Some used language that did not suit the child's learning needs. In too few cases planning paid sufficient attention to the needs and wishes of victims or addressed children's diversity needs sufficiently. The content of most plans was, however, appropriate and included support with education and learning, interventions to address substance misuse, use of leisure time, managing emotions and indirect reparation.

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, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Does planning focus sufficiently on keeping the child safe?

In a reasonable majority of cases, plans promoted the safety and wellbeing of children. They addressed risks, involved other agencies where appropriate and were aligned with other plans that concerned the child. However, in four of the 11 cases, no clear, current plans to manage the child's safety and wellbeing had been agreed with the child, their parents or carers, which was a significant gap.

In six of the 11 cases, the case manager had classified the level of concern about the child's safety and wellbeing as high. There was an expectation in each case that plans would be considered by the risk, safety and wellbeing meeting chaired by a YJS manager. Although these meetings took place, it is concerning that contingency planning was judged insufficient in the majority of cases inspected. Some contingency plans were absent, and some were too generic. Where interventions and controls were needed to promote children's safety and wellbeing, these were set out in six of the 10 cases. Plans included referrals to CAMHS, and work on anger management, addressing emotional needs and substance misuse.

Does planning focus sufficiently on keeping other people safe?

Inspectors judged planning to keep others safe as sufficient in the large majority of cases and planning involved other agencies where appropriate. Planning sufficiently addressed risk of harm factors in a reasonable majority of cases, and interventions set out the necessary controls and interventions to promote the safety of other people in most instances. In the high-risk cases, the risk, safety and wellbeing panel reviewed them on a monthly basis. However, these meetings did not always bring together all the agencies involved with the cases, such as children's services and anti-social behaviour staff, where they could have added value in coordinating plans to address risk of harm.

Planned interventions included a knife crime programme, work to address emotional control and aggression, and the use of ISS and electronic curfews as external control measures. Planning to address the concerns and risks to actual and potential victims was sufficient in seven of the nine relevant cases. In the case of one child who demonstrated hostility towards the police, it would have been helpful to have had some intervention planned to address this important issue from a restorative perspective. Once again, contingency planning was weak or non-specific in six of the 10 cases where it was required.

2.3. Implementation and delivery



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

Requires improvement¹⁷

Our rating¹⁸ for implementation and delivery is based on the following key questions:

¹⁷ This rating is adjusted upwards from 'Inadequate' following the use of professional discretion. The score for implementation and delivery of services to support the safety of the child is close to the boundary for this rating, where a shift of one case makes a difference of 10 per cent. A judgement of 'Requires improvement' is more reflective of the totality of work seen under this standard.

¹⁸ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

	% 'Yes'
Does the implementation and delivery of services effectively support the child's desistance?	55%
Does the implementation and delivery of services effectively support the safety of the child?	45%
Does the implementation and delivery of services effectively support the safety of other people?	64%

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

Inspectors judged that implementation and delivery of services did not support the child's desistance in enough cases. There were positive examples of cases where case managers worked hard to support children's access to education and training, liaising with schools and accessing a CSCS course. There were also examples of effective engagement with children and parents, and intensive monitoring and support of children on ISS conditions. However, in too many cases the work with the child lost focus and momentum, as in the following case:

Poor practice example

Declan received a youth rehabilitation order with ISS for offences of robbery and assault. It took two months for the initial assessment to be completed, and the details of the index offences were omitted. Declan works full time. Although intensive contact was maintained with Declan, there is little evidence that the interventions planned were delivered. A high proportion of the contact was phone contact, and meaningful sessions could have been delivered during some of those contacts. Three months into the order, Declan's attitude appears to have changed, along with his compliance, but there was no exploration of this. He returned to live in an area that is risky for him, due to his history of peer-related offending. He was seen with peers but there is no record of this being explored further or checks being made. While the intensive nature of the order facilitated some monitoring of Declan's behaviour, overall delivery did little to support desistance.

In several cases it was judged that management oversight was not effective in ensuring a consistent service was delivered, including one where national standards were suspended for a period without sufficient justification. There was a lack of pace and purpose in supporting case managers to ensure plans were progressing. There were examples where the work delivered was not tailored sufficiently to the child's needs, which hindered engagement. Although speech, language and communication assessments were completed on most children, this did not always result in work being adapted accordingly.

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

There were some positive examples of inter-agency work and good coordination to keep children safe, as in the following case:

Good practice example

Jane received a referral order for two common assault offences and causing a public nuisance. Delivery is positive and is responsive to Jane's changing needs. The case manager responds promptly to changes in Jane's circumstances to ensure she is safeguarded, including early referrals to multi-agency safeguarding, health and sexual abuse support services. There is good communication with Jane's social worker and other professionals involved in strategy and child protection meetings. The case manager also provides advice to Jane's dad on how to keep her safe.

However, service delivery effectively supported the safety and wellbeing of the child in too few cases, and there were too many instances where the involvement of other organisations in keeping the child safe was not sufficiently well coordinated. We saw examples of where structures to support good inter-agency work proved ineffective, demonstrating a lack of good communication or joined-up work, as in the following example:

Poor practice example

In Neil's case several factors raised concerns about his safety and wellbeing, including missing from home, potential risk of sexual exploitation, drug debts, wanting to be a gangster, and carrying a knife. He also drove motor vehicles without a licence and while under the influence of drugs. Although risk and safety and wellbeing meetings were held, these did not add value. There was no evidence of joint work with children's social care, which was working in silo with Neil's mum, when a coordinated family approach would have helped. Neil was removed from the multi-agency child exploitation arrangements (MACE) as he wouldn't accept any help relating to exploitation. No disruption activity was taken by the police to protect Neil. CAMHS closed his case as he did not attend sessions.

There were instances where it would have been helpful for managers to have taken up with children's social care concerns raised by case managers.

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

Service delivery to support the safety of other people was effective in too few cases. Not enough services were delivered to manage and minimise the risk of harm, and the involvement of other agencies was insufficiently well coordinated.

There were positive examples of work with children to address emotional self-regulation, driving awareness, consequential thinking and victim awareness. There was effective liaison with the police over a child's whereabouts to protect potential victims, and with children's services to keep family members safe. However, in some cases, work to address substance misuse and peer influences was limited or absent.

Sufficient attention was paid to the protection of actual and potential victims in too few cases. Sometimes this was because of poor coordination, with agencies not working together to balance external restrictions with developing children's own internal controls.

In two cases planned victim awareness work had not started. In another case, no interventions had been undertaken to address the child's hostility towards the police, and the police were not appraised of the best way to deal with him given his specific learning needs.

2.4. Reviewing



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

Inadequate

Our rating¹⁹ for reviewing is based on the following key questions:

	% 'Yes'
Does reviewing focus sufficiently on supporting the child's desistance?	55%
Does reviewing focus sufficiently on keeping the child safe?	45%
Does reviewing focus sufficiently on keeping other people safe?	45%

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

Reviewing of the plans and approach to supporting children's desistance was insufficient in too many cases. In two-thirds of cases where there were changes in factors linked to desistance, these were not identified or responded to. In the referral order cases, the referral order panels reviewed and acknowledged progress to date, which in most cases was sufficient. The gaps were more noticeable with the YROs and the licence case, where the offending was of a more serious nature. In some cases, reviewing should have taken place following significant changes in circumstances or reoffending or to remedy deficits in existing plans, as in the following example:

Poor practice example

There was no plan of work agreed with Jason initially, neither was one put in place with him or his mother subsequently. There was a delay in his education starting and he reoffended, and there were no changes in approach or any actions to address the previous deficits in the work. Given his high reoffending risk, more reviewing of the approach should have been undertaken, especially given a number of arrests for various matters.

Children and their parents or carers were involved in reviewing desistance in a minority of cases, and very few reviews resulted in necessary adjustments to plans. There were missed opportunities to respond to changes in children's motivation, to build on their strengths, to enhance protective factors or to respond to diversity factors and change the approach to supervision. In two cases, however, joint reviews involving other agencies led to improved sequencing and coordination of planned work.

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, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

Does reviewing focus sufficiently on keeping the child safe?

In a reasonable majority of cases where it was required, a written review was completed of the child's safety and wellbeing. However, reviewing identified and responded to changes in factors related to safety and wellbeing and was sufficient in only a minority of cases. Reviewing resulted in necessary adjustments to plans in only two out of nine cases where this was needed. In just over half of cases, reviewing of safety and wellbeing was informed by input from other agencies. Cases where there was a high level of concern were considered in the risk, safety and wellbeing meetings. In some instances, this led to improvements in planned activity and inter-agency liaison; however, in others there were no identified improvements in the approach or intervention plans, and not all relevant agencies were represented in these meetings, as in the following case:

Poor practice example

Rosie is subject to a referral order for offences of common assault and causing a nuisance/disturbance on school premises. Concerns emerged regarding living arrangements, the carer's use of alcohol and provision of alcohol to the children in her care. A review of safety and wellbeing was undertaken at the risk, safety and wellbeing panel. Information was passed to social care regarding these concerns, but it is not clear what action was taken as a result, and whether the concerns were escalated to social care management.

Does reviewing focus sufficiently on keeping other people safe?

Written reviews of risk to others were completed in a reasonable majority of cases where needed. However, inspectors judged that reviewing focused sufficiently on keeping other people safe in only a minority of cases. Reviewing identified and responded to changes in risk of harm in just three of the eight cases where this occurred, and it led to changes in the ongoing plan of work in just one case where this was required. Several reviews noted that progress was made where risk to others was reducing, but other reviews failed to consider emerging concerns about the potential for domestic violence, lifestyle and associates, alcohol misuse, or other factors underlying further offending.

Where the child was considered to pose a high risk to others, the case was reviewed by the risk, safety and wellbeing panel. Although the YJS had developed child-friendly risk plans that are co-produced with the children, these are not routinely reviewed with them before panel meetings. We found that children and their parents or carers were not meaningfully involved in reviews of risk of harm in the majority of cases. This was a missed opportunity to hear their perspectives and engage them in reviewing the approach and interventions.

Reviewing was informed by input from other agencies in a reasonable majority of cases, often involving the sharing of police intelligence. However, in one case the review did not include any checks as to whether the child had breached his criminal behaviour order.

3. Out-of-court disposals

We inspected 17 cases managed by the YJS that had received an out-of-court disposal. These consisted of four youth conditional cautions, eight youth cautions and five community resolutions. We interviewed the case managers in 16 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, work to keep the child safe and work to keep other people safe. The quality of the work undertaken for each factor needs to be above a specified threshold for each aspect of supervision to be rated as satisfactory.

We also inspected the quality of policy and provision in place for out-of-court disposals, using evidence from documents, meetings and interviews.

Assessment in out-of-court disposal cases is rated 'Good' and, within that, assessment of desistance factors is very strong. Planning is rated 'Requires improvement' because, although planning to support desistance is again strong, and planning to keep others safe is sufficient, planning to keep children safe is insufficient in too many cases. Implementation and delivery of services is rated 'Good' because, while delivery of services to support desistance and the safety of other people is strong, delivery of services to support children's safety and wellbeing is less so. The rating for policy and provision for out-of-court disposals is 'Good'.

The assessments inspectors saw were comprehensive. They were drawn up using the YJS's own assessment tool, which gave a detailed understanding of children and their needs, risks and concerns. The YJS has devised child-friendly plans, which are co-produced with the children; however, these were less effective at setting out contingencies should concern for children's safety and wellbeing increase. Case managers work well with children, their parents and carers. They secure a high level of compliance with planned work, which in most cases involves voluntary attendance.

The YJS has an out-of-court disposal policy that describes the arrangements for delivering a high-quality service for all children. The policy sets out arrangements to keep children safe, ensure the safety of other people and promote diversion. It explains the arrangements for accessing and exchanging information with police, children's services, health and education. The policy could set out more clearly how it is responsive to children's diversity needs.

Joint decision-making processes are established, with most relevant partners actively engaged. However, children's services are not a core member of the panel. Decision-making is timely, robust and defensible. There is appropriate access to most services to support desistance, children's safety and wellbeing, and reducing the risk of harm, including comprehensive healthcare services. Out-of-court disposal provision pays attention to keeping children and other people safe and promoting diversion. Victims' views are represented in decision-making and when restorative interventions are considered.

The YJS has undertaken some reviews of the out-of-court disposal policy and provision and is working with other YOTs in West Yorkshire to develop more consistent evidence-based provision, including the Chance to Change pilot. Reviews of reoffending have led to an improved triage process with the police and the Liaison and Diversion Service, which is diverting more children into preventative services at

an earlier stage. However, the YJS does not sufficiently scrutinise the effectiveness of the out-of-court panel in reducing the number of children receiving criminal records.

Strengths

- Good-quality assessments using the YJS's local assessment tool.
- Child-friendly plans that address issues of desistance, safety and wellbeing and risk to others.
- Early intervention and preventative services that divert children away from formal interventions.
- An effective out-of-court disposal panel that makes timely, well-informed and defensible decisions.

Areas for improvement

- Planning to address situations where concerns about children's safety and wellbeing might increase is not sufficiently detailed.
- There is insufficient understanding of the reasons why the numbers of children entering the formal criminal justice system in Calderdale are so much higher than the national average.

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.

Good

Our rating²⁰ for assessment is based on the following key questions:

	% 'Yes'
Does assessment sufficiently analyse how to support the child's desistance?	94%
Does assessment sufficiently analyse how to keep the child safe?	71%
Does assessment sufficiently analyse how to keep other people safe?	65%

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

Assessment to support desistance was strong in almost all cases. Without exception the analysis of desistance sufficiently analysed children's diversity issues and

²⁰ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

personal circumstances, focused on their strengths and protective factors and paid attention to their level of maturity, ability and motivation to change. Where there were relevant victims, sufficient attention was given to their needs and wishes and opportunities for restorative justice.

The YJS has developed its own local area assessment tool, which is used to provide a comprehensive picture of children's circumstances, and the factors that work for and against desistance from offending, as was seen in this case:

Good practice example

The assessment tool used by the YJS enabled an insight into Jack's current situation and the circumstances of the offences which took place in the children's home. It provided a clear analysis of Jack's current situation and an understanding of the impact of his adverse childhood experiences.

In almost all cases the child and their parents or carers were meaningfully involved in the assessments and their views were taken into account prior to the panel taking place. In some instances, the case manager went to extra lengths to involve them and obtain their perspectives. This led to good-quality assessments, as in the following example:

Good practice example

Assessment demonstrates that the case manager understands Helen's current position well. To carry out the assessment the case manager drew on information from a range of sources; most importantly, the voice of the child and her carer are prominent. For example, the assessment takes account of future plans and ambitions with wanting to do well at school, get a job, a dog, live in a flat and stay out of trouble.

Where there were gaps in assessments, these related to not obtaining or using information held by other agencies, most commonly allocated social workers.

Does assessment sufficiently analyse how to keep the child safe?

In all but two cases there was a clear record of the assessment of safety and wellbeing that identified any risks to the child's safety and wellbeing. In most cases inspectors judged that assessment sufficiently analysed how to keep the child safe. Some were very comprehensive, as in this example:

Good practice example

The case manager knew Mark and understood the trauma he had experienced. Incidents of self-harming behaviour in recent years are accounted for, as are inter-familial relationships, substance use, emerging concerns related to criminal exploitation and his emotional regulation. All of this is informed by the case manager gathering details from other agencies involved, as well as Mark and his mother.

In five of the 17 cases, however, inspectors judged that the level of concern for the child's safety and wellbeing had been under-assessed. In two of these cases, they considered that it should have been classed as medium rather than low, and in three

they considered that it should have been high rather than medium. In four of these cases, inspectors judged that the classification was not reasonable, as insufficient weight had been given to factors such as potential exploitation, increasing mental health concerns and the capacity of parents to address these, and past experience of trauma. These assessments either failed to draw on available sources of information or involve other agencies such as children's services, where appropriate.

Does assessment sufficiently analyse how to keep other people safe?

In a reasonable majority of cases where there was evidence of risk of harm factors, these were identified and analysed sufficiently. This was especially true where the assessor had liaised with other agencies, had a good understanding of the child and had given careful attention to the risks to actual or potential victims.

In 15 of the 17 cases, inspectors agreed with the case manager's assessment of the level of risk posed. In the other two cases, inspectors judged that the risk should be classed as high rather than medium. With one of the cases, this was because insufficient attention was paid to the risk posed to other road users, and in the other insufficient weight was given to the child's and father's mental health concerns and the risk posed to other family members and staff.

In the cases where assessment of risk to others was judged insufficient, the assessments failed to draw sufficiently on the other assessments or information available, as in this example:

Poor practice example

Darren received a youth conditional caution for an offence of possession of a bladed article (knife) on school premises. He had been excluded from a previous school for 'knife issues', but this is not identified in the assessment because no education checks were done.

3.2. Planning



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

Requires improvement

Our rating²¹ for planning is based on the following key questions:

	% 'Yes'
Does planning focus on supporting the child's desistance?	88%
Does planning focus sufficiently on keeping the child safe?	53%
Does planning focus sufficiently on keeping other people safe?	65%

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

In all cases planning to support desistance was proportionate, with planned interventions capable of being completed within the time available. The YJS has

²¹ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

developed its own child-friendly plans outside of AssetPlus, which promote active involvement of the children and their parents and carers, and where the children's voices are clearly heard, as in this case:

Good practice example

Planning captures Helen's voice, with an agreement to work on an achievable set of objectives that can be accomplished during the operational period of the youth caution. The "My plan to keep me out of trouble" has been co-produced and is individual to Helen.

In the large majority of cases, plans set out the services most likely to support desistance. They were well sequenced, and built on assessments of children's strengths and protective factors, levels of maturity and motivation to change. Sufficient account was taken of opportunities for community reintegration and access to mainstream services. Where there was an identified victim, this frequently resulted in plans for the child to write a letter of apology or perform some form of indirect reparation.

Does planning focus sufficiently on keeping the child safe?

Planning to keep children safe was less effective, and was sufficient in just over half of cases. There were positive examples of the case manager co-producing a child-friendly risk, safety and wellbeing plan with the child. Where children were classified as having a high level of concern in relation to safety and wellbeing, or high risk of causing harm to others, risk, safety and wellbeing meetings were convened which brought together different disciplines to ensure that plans were in place to address the child's issues. In a reasonable majority of cases, plans involved other agencies and there was sufficient alignment with other plans concerning the child.

However, in a majority of cases where plans were required to keep children safe, there was insufficient planning to address contingencies that would indicate increased concerns for the child's safety and wellbeing. The following case illustrates this point:

Poor practice example

Frank received a community resolution for an offence of criminal damage carried out within the family home and directed at his father. Frank experiences acute mental distress and is open to children's services on a child in need plan. Given increased concerns and deterioration in Frank's and his father's mental health leading to violence, the case manager attends a review planning meeting with partners and escalates his concerns to YJS management. However, safety planning is insufficient to address the increased concerns for Frank's safety and wellbeing. Frank is detained at a police station for two nights as he is unable to return home and then spends two nights unsupervised at bed and breakfast provision in different out-of-area locations while alternative local authority placements are sought.

Does planning focus sufficiently on keeping other people safe?

Planning to keep others safe was better and was sufficient in a reasonable majority of cases. In a number of cases, the offences related to assaults on emergency workers (police) and work was planned to address attitudes towards the police. In other cases, planned interventions to reduce the risk of harm to others included a knife crime programme, victim awareness, and interventions to address substance misuse. Planning sufficiently addressed concerns and risks related to actual and potential victims in 12 of 14 relevant cases. In the same number of cases, planning involved other agencies where appropriate.

Where planning to keep others safe was judged insufficient, this was either because of insufficient planning for contingencies (five cases), or because of gaps in considering risks to specific victims or family members.

3.3. Implementation and delivery



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

Good

Our rating²² for implementation and delivery is based on the following key questions:

	% 'Yes'
Does service delivery effectively support the child's desistance?	82%
Does service delivery effectively support the safety of the child?	71%
Does service delivery effectively support the safety of other people?	82%

Does service delivery focus sufficiently on supporting the child's desistance?

In the large majority of cases, service delivery was effective at supporting the child's needs, and sufficient services were delivered to support desistance. Case managers were good at developing effective working relationships with children and their parents or carers, resulting in a high level of compliance with interventions, which were timely and proportionate, as in this case:

Good practice example

Debbie is a looked after child on a full care order. She was made subject to an out-of-court disposal for criminal damage that occurred at her placement. The offence involved racist verbal abuse of staff. Work was completed on racism and related offending, and this was adjusted to meet her learning needs and personal circumstances. There was good evidence of age-appropriate conversations around gender identity and sexual orientation, which was a key element of the case, given her particular needs.

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, indicated in bold in the table. See Annexe 2 for a more detailed explanation.

In all but one case opportunities were promoted for the child to engage in mainstream services. In the few cases that did not meet the standard, in one case this was because of insufficient contact with the child, and in another there was no record of work on emotional regulation, the priority need, being completed.

Does service delivery focus sufficiently on keeping the child safe?

Service delivery was judged to support the safety of children in a reasonable majority of cases. In 12 out of 17 relevant cases, other agencies were involved in keeping the child safe and this was coordinated well, as in the following case:

Good practice example

Max committed an offence of possession of a knife in a public place, for which he was given a community resolution. Max responded well to the knife crime programme and fully engaged, with no further offences to date. When new information came to light about his experience of trauma arising from a sexual assault, a referral was made to Noah's Ark, who provided appropriate help. The YJS continued to support him for an extended period on a voluntary basis with agreement from his parents.

There was evidence of support from the CAMHS worker in addressing issues for children with low mood or poor emotional wellbeing. Many children were reluctant to be referred to the substance misuse service, Branching Out, because they considered that it did not meet their needs. However, the service provided materials for case workers to use in their work with children on issues of harm reduction and the consequences of illegal drug misuse.

In five cases there was insufficient coordination with other agencies. In two cases not enough support was given to addressing the needs of children with attention deficit hyperactivity disorder and its impact on their education and learning. In another case liaison with the social worker of a child on placement from another area was lacking, and in a further case there was insufficient provision by children's services for a child evicted from the family home.

Does service delivery focus sufficiently on keeping other people safe?

Service delivery to keep others safe was judged sufficient in the large majority of cases. Of the 13 cases where services were required to manage and minimise risk of harm from the child, this was judged sufficient in 10. Interventions included work to address emotional regulation, substance misuse, challenging racist abuse, and understanding the consequences of carrying knives.

In the 14 cases where there were actual or potential victims, sufficient attention was given to their protection in 12 cases. Interventions aimed at reducing risk to others included work with children on understanding the impact of their behaviours on other people, and improving behaviour within the residential placement or family home.

In the three cases where inspectors judged there were deficiencies in protecting others, in one this was because there was no monitoring of the child's behaviour during family contact, and in another there was insufficient monitoring of the child's behaviour in their supported accommodation. In a third case the response to the child's deteriorating mental health and aggression towards his father was judged to be lacking.

3.4. Out-of-court disposal policy and provision



There is a high-quality, evidence-based out-of-court disposal service in place that promotes diversion and supports sustainable desistance.

Good

In making a judgement about out-of-court disposal policy and provision, we take into account the answers to the following questions:

Is there a policy in place for out-of-court provision that promotes appropriate diversion and supports sustainable desistance?

The YJS has its own out-of-court disposal policy that fits within the West Yorkshire Police policy and procedures and sets out how joint decision-making will operate.

The policy sets out broad criteria for decision-making and there is flexibility in deciding the most appropriate disposal. The policy does not spell out that community resolutions are not convictions, and the police paperwork issued to children on agreeing to a community resolution incorrectly states that, if they do not comply, they may be prosecuted. The policy sets out the importance of responding to diverse needs, without specifically stating how this will be achieved.

There are a series of arrangements for diverting children at an early stage into a range of care and support services, including a recently established triage panel involving the YJS that diverts some children into the Liaison and Diversion Service or the Police Early Action Team, including as part of police-sanctioned community resolutions.

Children whose cases proceed to the out-of-court-diversion panel can be considered for all care and support services. For children where there are high levels of concern for their safety and wellbeing, or where they are judged a high risk of harm to others, a full AssetPlus is completed, and once the disposal has been decided they are referred to the risk, safety and wellbeing panel for scrutiny of planned interventions.

Does out-of-court disposal provision promote diversion and support sustainable desistance?

Following triage, cases that are going to the panel are allocated to a case worker for assessment. The panel is attended by the case manager, the seconded police officer, the victim worker and the YJS practice manager, who chairs the panel. Before the panel, the YJS education officer and health team members screen the cases, reviewing their records and attending if necessary. There was a health team representative at the panel in 12 of the 17 cases inspected. Although children's services are not a core member, they are invited to the panel if they are involved with a case, although there have on occasions been difficulties getting social workers to attend.

Inspectors judged that the disposal was agreed in a timely fashion in all but one case examined, and in all cases delivery was timely. The policy does not set out an escalation process if the panel does not reach an agreement. However, panel members could not recollect occasions where this situation had arisen. The panel chair makes the final decision.

The local area assessment that is completed before the panel includes assessment of safety and wellbeing and risk of harm, factors that the panel then considers in

reaching its decisions and agreeing whether a full AssetPlus is needed. In almost all cases inspectors judged that case managers had access to the services needed to support children's desistance and safety and wellbeing, and to manage risk of harm to others.

Are the out-of-court disposal policy and provision regularly assessed and updated to ensure effectiveness and maintain alignment with the evidence base?

There have been regular reviews of the quality of assessments provided by case managers to the panels, and changes have been made to the report template specifically to improve recording and assessment of diversity. Concerns raised by managers about high rates of reoffending by some children subject to out-of-court disposals led to a detailed scrutiny of such cases. This identified that many of the children reoffending had many instances of previous matters that had resulted in no further action being recorded. As a result, a triage system was introduced as part of the Early Intervention Hub to ensure that such cases were identified, and preventative interventions offered at an earlier stage.

The YJS is working with an out-of-court pathfinder, led by Bradford YOT, to streamline and improve practice across West Yorkshire. It is also engaged with the Chance to Change research pilot, which is designed to divert away from court children who have not fully admitted to offences. However, children and their families are not always involved in the evaluation and review of provision.

Calderdale YJS has a high rate of first-time entrants to the formal youth justice system who thereby gain a criminal record. The YJS has yet to consider to what extent out-of-court decision-making practice may be contributing to this.

4. Resettlement

4.1. Resettlement policy and provision



There is a high-quality, evidence-based resettlement service for children leaving custody.

Good

We inspected the quality of policy and provision in place for resettlement work, using evidence from documents, meetings and interviews. To illustrate that work, we inspected two cases managed by the YJS that had received a custodial sentence. Our key findings were as follows.

We judged that resettlement policy and provision is 'Good'. The resettlement policy describes the arrangements for delivering a high-quality service for all children across the seven resettlement pathways. It is based on evidence and focuses on improving the quality of service delivery, although it lacks a focus on diversity. The resettlement policy recognises the role of pro-social identity shift for children through personalised support that is constructive, strengths-based and future-focused. The policy sets out an approach to meeting victims' needs and there are arrangements for exchanging information with partners and providers.

Suitable and timely accommodation is available for most children leaving custody and appropriate access to most other services, including healthcare, is available for all, although access to education, training and employment is inconsistent. Resettlement provision pays attention to keeping children and other people safe and addresses the needs of victims.

The YJS reviews its resettlement policy and provision in conjunction with the Resettlement Consortium, and the resettlement pathfinder, which is being evaluated. Data is reviewed to identify any disproportionality in sentencing or the outcomes of resettlement practice, but with small numbers sent to custody there are no significant trends. Examination of ETE outcomes has led to the appointment of an education officer to improve delivery.

Strengths

- There is a comprehensive resettlement policy, with clear expectations of service delivery across the seven pathways.
- High-quality guidance and training on constructive resettlement are delivered through the South and West Yorkshire Resettlement Consortium.
- Accommodation standards for children leaving custody are met.

Areas for improvement

- The resettlement policy should set out how children's diversity needs will be met.
- ETE provision and outcomes following release are inconsistent.

We gathered evidence for this standard from documents and meetings and inspected two cases to allow us to illustrate the qualitative standards. We do not provide a separate rating for the quality of work in resettlement cases inspected under this standard. In making a judgement about resettlement policy and provision, we take into account the answers to the following three questions.

Is there a resettlement policy in place that promotes a high-quality, constructive and personalised resettlement service for all children?

The YJS has a comprehensive resettlement policy which has been drawn up over the past year. The policy sets out expected practice in relation to the seven key resettlement pathways. Expectations of information-sharing between agencies are set out in the document. The policy does not, however, set out how children's diversity needs will be addressed.

The YJS is part of the South and West Yorkshire Resettlement Consortium established in 2014, which aims to coordinate and improve the quality of resettlement practice. Guidance on constructive resettlement has been drawn up by the consortium, which is available to YJS staff. The Director of Children and Young People's Services has agreed accommodation standards for children leaving custody, which set out expectations for ensuring that suitable accommodation is available sufficiently far in advance of release from the secure estate, including escalation routes where there are difficulties.

The victims officer attends the resettlement planning meetings to bring the victims' perspective and to consider arrangements for the victims' safety on release. Concerns about children's safety and wellbeing, and risk of harm to others are considered in the resettlement planning meetings and in the risk, safety and wellbeing meetings chaired by a YJS manager.

Does resettlement provision promote a high-quality, constructive and personalised resettlement service for all children?

In the cases reviewed there were appropriate plans for accommodation on release. Data from previous years produced by the Resettlement Consortium through its resettlement tracker evidences the provision of suitable accommodation in all cases over the past four years.

In one of the two cases inspected, appropriate education had been delivered in custody and there were arrangements to continue with this on release. In the other case, while work on GCSEs had been provided in the secure children's home, more attention needed to be given to planning for post-16 provision. The resettlement tracker shows that over the past two years the majority of children released have not gone into education, employment or training, and the education officer recently appointed has this as a priority to address.

In the inspected case that was due for release soon, planning to address healthcare needs was completed by the child's social worker. Of the two cases inspected, one child had a learning disability, the other a cognitive disability. These learning needs were being addressed in the secure children's homes where they were placed. There is good liaison between secure settings and the YJS healthcare team to assess children's health care needs, and to plan and support interventions to address these on release.

Most of the staff covering post-court cases have had the Introduction to Constructive Resettlement training delivered through the Resettlement Consortium as part of a resettlement pathfinder programme. Staff are due to receive training on specific

methods and resources in February 2022. The YJS is in the process of identifying a resettlement specialist to concentrate on this work.

The victims worker liaises with the Probation Victim Contact Team over specific licence conditions to be considered to protect victims when the children are released.

Are resettlement policy and provision regularly assessed and updated to ensure effectiveness and maintain alignment with the evidence base?

The YJS plays an active part at both strategic and operational levels in the Resettlement Consortium, which has collated data on the needs of children receiving custody, and the outcomes of resettlement practice over the past six years. This data is segmented by ethnicity and gender to identify any trends and disproportionality. The data has highlighted the shortfalls in ETE provision on release, which has been presented to the Management board and is now being addressed in the current youth justice plan.

The Resettlement Consortium is in the process of evaluating the Introduction to Constructive Resettlement training using an academic partner to see how far it is impacting on practice.

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.²³

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.

Domain one: organisational delivery

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

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

During the main fieldwork phase, we conducted 25 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 13 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. Forty per cent of the cases selected were those of children who had received court disposals six to nine months earlier, enabling us to examine work in relation to assessing, planning, implementing and reviewing. Where necessary, interviews with other people significantly involved in the case also took place.

We examined 11 court disposals. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of five), and we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm, and risk to safety and wellbeing classifications matched those in the eligible population.

Domain three: out-of-court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Sixty per cent of cases selected were those of children

²³ HM Inspectorate's standards are available here:
<https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

who had received out-of-court disposals three to five months earlier. This enabled us to examine work in relation to assessing, planning, and implementation and delivery. Where necessary, interviews with other people significantly involved in the case also took place.

We examined 17 out-of-court disposals. The sample size was set based on the proportion of out-of-court disposal cases in the YOT.

Resettlement

We completed case assessments over a one-week period, examining two case files and interviewing case managers, in cases where children had received custodial sentences or been released from custodial sentences four to 12 months earlier. This enabled us to gather information to illustrate the impact of resettlement policy and provision on service delivery. Where necessary, interviews with other people significantly involved in the case also took place.

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.

Annexe 2: Inspection data

In this inspection, we conducted a detailed examination of a sample of 11 court disposals and 17 out-of-court disposals. In each of those cases, we inspect against standards regarding assessment, planning and implementation/delivery. For court disposals, we also look at reviewing. 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 the level of risk of harm posed, and to manage that risk. We reviewed a further two cases to obtain data to illustrate our findings about resettlement policy and provision.

To score an 'Outstanding' rating for the sections on court disposals or out-of-court disposals, 80 per cent or more of the cases we analyse have to be assessed as sufficient. If between 65 per cent and 79 per cent are judged to be sufficient, then the rating is 'Good' and if between 50 per cent and 64 per cent are judged to be sufficient, then a rating of 'Requires improvement' is applied. Finally, if less than 50 per cent are sufficient, then we rate this as 'Inadequate'. Resettlement cases are not separately rated; the data is for illustrative purposes only.

The rating for each standard is aligned to the banding at the key question level where the lowest proportion of cases were judged to be sufficient, as we believe that each key question is an integral part of the standard. Therefore, if we rate three key questions as 'Good' and one as 'Inadequate', the overall rating for that standard is 'Inadequate'.

Lowest banding (proportion of cases judged to be sufficient key question level)	Rating (standard)
Minority: <50%	Inadequate
Too few: 50-64%	Requires improvement
Reasonable majority: 65-79%	Good
Large majority: 80%+	Outstanding ☆

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

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

Domain one standards, the qualitative standard in domain three (standard 3.4) and the resettlement standard (standard 4.1) are judged using predominantly qualitative evidence.

The resettlement standard is rated separately, and does not influence the overall YOT rating. We apply a limiting judgement, whereby any YOT that receives an

'Inadequate' rating for the resettlement standard is unable to receive an overall 'Outstanding' rating, regardless of how they are rated against the core standards. Where there are no relevant resettlement cases, we do not apply a rating to resettlement work.

Data from inspected cases:²⁵

2.1. Assessment (court disposals)	
Does assessment sufficiently analyse how to support the child's desistance?	
a) Is there sufficient analysis of offending behaviour, including the child's attitudes towards and motivations for their offending?	91%
b) Does assessment sufficiently analyse diversity issues?	64%
c) Does assessment consider personal circumstances, including the wider familial and social context of the child?	91%
d) Does assessment utilise information held by other agencies?	82%
e) Does assessment focus on the child's strengths and protective factors?	73%
f) Does assessment analyse the key structural barriers facing the child?	82%
g) Is enough attention given to understanding the child's levels of maturity, ability and motivation to change, and their likelihood of engaging with the court disposal?	73%
h) Does assessment give sufficient attention to the needs and wishes of victims, and opportunities for restorative justice?	36%
i) Are the child and their parents or carers meaningfully involved in their assessment, and are their views taken into account?	73%
Does assessment sufficiently analyse how to keep the child safe?	
a) Does assessment clearly identify and analyse any risks to the safety and wellbeing of the child?	73%
b) Does assessment draw sufficiently on available sources of information, including other assessments, and involve other agencies where appropriate?	82%
c) Does assessment analyse controls and interventions to promote the safety and wellbeing of the child?	45%

²⁵ Some questions do not apply in all cases.

Does assessment sufficiently analyse how to keep other people safe?	
a) 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?	55%
b) Does assessment draw sufficiently on available sources of information, including past behaviour and convictions, and involve other agencies where appropriate?	82%
c) Does assessment analyse controls and interventions to manage and minimise the risk of harm presented by the child?	55%

2.2. Planning (court disposals)

Does planning focus sufficiently on supporting the child's desistance?	
a) Does planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and the need for sequencing?	27%
b) Does planning sufficiently address diversity issues?	55%
c) Does planning take sufficient account of the child's personal circumstances, including the wider familial and social context of the child?	82%
d) Does planning take sufficient account of the child's strengths and protective factors, and seek to reinforce or develop these as necessary?	73%
e) Does planning take sufficient account of the child's levels of maturity, ability and motivation to change, and seek to develop these as necessary?	64%
f) Does planning give sufficient attention to the needs and wishes of victims?	45%
g) Are the child and their parents or carers meaningfully involved in planning, and are their views taken into account?	73%
Does planning focus sufficiently on keeping the child safe?	
a) Does planning promote the safety and wellbeing of the child, sufficiently addressing risks?	73%
b) Does planning involve other agencies where appropriate, and is there sufficient alignment with other plans (e.g. child protection or care plans) concerning the child?	73%
c) Does planning set out the necessary controls and interventions to promote the safety and wellbeing of the child?	55%

d) Does planning set out necessary and effective contingency arrangements to manage those risks that have been identified?	27%
Does planning focus sufficiently on keeping other people safe?	
a) Does planning promote the safety of other people, sufficiently addressing risk of harm factors?	64%
b) Does planning involve other agencies where appropriate?	73%
c) Does planning address any specific concerns and risks related to actual and potential victims?	64%
d) Does planning set out the necessary controls and interventions to promote the safety of other people?	64%
e) Does planning set out necessary and effective contingency arrangements to manage those risks that have been identified?	36%

2.3. Implementation and delivery (court disposals)

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

a) Are the delivered services those most likely to support desistance, with sufficient attention given to sequencing and the available timescales?	36%
b) Does service delivery account for the diversity issues of the child?	64%
c) Does service delivery reflect the wider familial and social context of the child, involving parents or carers, or significant others?	91%
d) Does service delivery build upon the child's strengths and enhance protective factors?	64%
e) Is sufficient focus given to developing and maintaining an effective working relationship with the child and their parents or carers?	64%
f) Does service delivery promote opportunities for community integration, including access to services post-supervision?	45%
g) Is sufficient attention given to encouraging and enabling the child's compliance with the work of the YOT?	64%
h) Are enforcement actions taken when appropriate?	27%

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

a) Does service delivery promote the safety and wellbeing of the child?	45%
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b) Is the involvement of other organisations in keeping the child safe sufficiently well-coordinated?	45%
Does the implementation and delivery of services effectively support the safety of other people?	
a) Are the delivered services sufficient to manage and minimise the risk of harm?	55%
b) Is sufficient attention given to the protection of actual and potential victims?	45%
c) Is the involvement of other agencies in managing the risk of harm sufficiently well-coordinated?	55%

2. 4. Reviewing (court disposals)

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

a) Does reviewing identify and respond to changes in factors linked to desistance?	27%
b) Does reviewing focus sufficiently on building upon the child's strengths and enhancing protective factors?	45%
c) Does reviewing include analysis of, and respond to, diversity factors?	27%
d) Does reviewing consider the personal circumstances, including the wider familial and social context of the child?	55%
d) Does reviewing consider motivation and engagement levels and any relevant barriers?	45%
e) Are the child and their parents or carers meaningfully involved in reviewing their progress and engagement, and are their views taken into account?	45%
f) Does reviewing lead to the necessary adjustments in the ongoing plan of work to support desistance?	18%

Does reviewing focus sufficiently on keeping the child safe?

a) Does reviewing identify and respond to changes in factors related to safety and wellbeing?	36%
b) Is reviewing informed by the necessary input from other agencies involved in promoting the safety and wellbeing of the child?	55%
c) Does reviewing lead to the necessary adjustments in the ongoing plan of work to promote the safety and wellbeing of the child?	18%

Does reviewing focus sufficiently on keeping other people safe?	
a) Does reviewing identify and respond to changes in factors related to risk of harm?	27%
b) Is reviewing informed by the necessary input from other agencies involved in managing the risk of harm?	73%
c) Does reviewing lead to the necessary adjustments in the ongoing plan all of work to manage and minimise the risk of harm?	9%

3.1. Assessment (out-of-court disposals)

Does assessment sufficiently analyse how to support the child's desistance?	
a) Is there sufficient analysis of offending behaviour, including the child's acknowledgement of responsibility for, attitudes towards and motivations for their offending?	88%
b) Does assessment sufficiently analyse diversity issues?	100%
c) Does assessment consider personal circumstances, including the wider familial and social context of the child?	100%
d) Does assessment utilise information held by other agencies?	76%
e) Does assessment focus on the child's strengths and protective factors?	100%
f) Does assessment analyse the key structural barriers facing the child?	82%
g) Is sufficient attention given to understanding the child's levels of maturity, ability and motivation to change?	100%
h) Does assessment give sufficient attention to the needs and wishes of victims, and opportunities for restorative justice?	82%
i) Are the child and their parents or carers meaningfully involved in their assessment, and are their views taken into account?	88%
Does assessment sufficiently analyse how to keep the child safe?	
a) Does assessment clearly identify and analyse any risks to the safety and wellbeing of the child?	88%
b) Does assessment draw sufficiently on available sources of information, including other assessments, and involve other agencies where appropriate?	65%

Does assessment sufficiently analyse how to keep other people safe?	
a) 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?	59%
b) 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?	65%

3.2. Planning (out-of-court disposals)

Does planning focus on supporting the child's desistance?	
a) Does planning set out the services most likely to support desistance, paying sufficient attention to the available timescales and the need for sequencing?	88%
b) Does planning sufficiently address diversity issues?	76%
c) Does planning take sufficient account of the child's personal circumstances, including the wider familial and social context of the child?	82%
d) Does planning take sufficient account of the child's strengths and protective factors, and seek to reinforce or develop these as necessary?	94%
e) Does planning take sufficient account of the child's levels of maturity, ability and motivation to change, and seek to develop these as necessary?	94%
f) Does planning take sufficient account of opportunities for community integration, including access to mainstream services following completion of out-of-court disposal work?	94%
g) Does planning give sufficient attention to the needs and wishes of the victims?	76%
h) Are the child and their parents or carers meaningfully involved in planning, and are their views taken into account?	82%
Does planning focus sufficiently on keeping the child safe?	
a) Does planning promote the safety and wellbeing of the child, sufficiently addressing risks?	65%
b) Does planning involve other agencies where appropriate, and is there sufficient alignment with other plans (e.g., child protection or care plans) concerning the child?	76%

c) Does planning include necessary contingency arrangements for those risks that have been identified?	41%
Does planning focus sufficiently on keeping other people safe?	
a) Does planning promote the safety of other people, sufficiently addressing risk of harm factors?	65%
b) Does planning involve other agencies where appropriate?	71%
c) Does planning address any specific concerns and risks related to actual and potential victims?	71%
d) Does planning include necessary contingency arrangements for those risks that have been identified?	41%

3.3. Implementation and delivery (out-of-court disposals)	
Does service delivery effectively support the child's desistance?	
a) Are the delivered services those most likely to support desistance, with sufficient attention given to sequencing and the available timescales?	76%
b) Does service delivery account for the diversity issues of the child?	76%
c) Does service delivery reflect the wider familial and social context of the child, involving parents or carers, or significant others?	88%
d) Is sufficient focus given to developing and maintaining an effective working relationship with the child and their parents or carers?	94%
e) Is sufficient attention given to encouraging and enabling the child's compliance with the work of the YOT?	100%
f) Does service delivery promote opportunities for community integration, including access to mainstream services?	94%
Does service delivery effectively support the safety of the child?	
a) Does service delivery promote the safety and wellbeing of the child?	71%
b) Is the involvement of other agencies in keeping the child safe sufficiently well utilised and coordinated?	71%
Does service delivery effectively support the safety of other people?	
a) Are the delivered services sufficient to manage and minimise the risk of harm?	59%
b) Is sufficient attention given to the protection of actual and potential victims?	71%