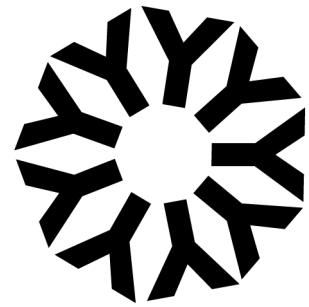


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Joint Inspection of Youth Offending Teams of England and Wales

Report on:
Wiltshire
Youth Offending Service

2005

Foreword

The Wiltshire Youth Offending Service operates across a large county and has two main offices plus an administrative headquarters. The latter includes some of the specialist services and is based in Trowbridge. We were pleased to see an Executive Board that was well respected by partner agencies, functioned well and was working proactively with both local and national criminal justice agendas and priorities. Team members were dedicated, hard working and committed to the work of the Youth Offending Service.

We found some very good work. The Youth Offending Service provided a range of complex services in a wide geographical area with multiple bases. These included innovative work with Looked after Children who would otherwise come before the criminal justice system. Risk assessments were, for the most part, undertaken appropriately. The approach to recruitment, training and deployment of volunteers was commendable.

However, we found some areas for improvement. Further attention needed to be given to ensuring that enforcement measures were compatible throughout the service. Although all victims received a contact letter, we found very few who took up the opportunity for involvement. Further work was required to identify whether a different approach might produce a greater response.

The overall performance of the Wiltshire Youth Offending Service was assessed as good. We are aware that the Executive Board has already begun to make improvements on some of the areas for development identified in this inspection. This report contains recommendations that we believe will assist Wiltshire in this process.

Andrew Bridges
HM Chief Inspector of Probation

August 2005

Fieldwork for this inspection was undertaken in 2005.

- ◆ The file reading took place week commencing 11 April.
- ◆ The second week commenced on 9 May.

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Acknowledgements

We would like to thank all the staff from the Youth Offending Service, members of the Executive Board and partner organisations for their assistance in ensuring the smooth running of this inspection.

We would particularly like to express our gratitude to Ian Langley and Nicky Skinner for their commitment to the inspection.

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Glossary

ASB	Anti-Social Behaviour
ASBO	Anti-Social Behaviour Order
Asset	Assessment tool developed by the Youth Justice Board
CAMHS	Child and Adolescent Mental Health Services
CDRP	Crime and Disorder Reduction Partnership
CRB	Criminal Records Bureau
CRO	Case Responsible Officer
CSCI	Commission for Social Care Inspection
DTO	Detention and Training Order
Estyn	HM Inspectorate for Education and Training in Wales
EWO	Education Welfare Officer
HMI Prisons	HM Inspectorate of Prisons
HMI Probation	HM Inspectorate of Probation
HMIC	HM Inspectorate of Constabulary
ISSP	Intensive Supervision & Surveillance Programme
IT	Information technology
LCJB	Local Criminal Justice Board
LSC	Learning and Skills Council
MAPPA	Multi-Agency Public Protection Arrangements
MAPPP	Multi-Agency Public Protection Panel
National Standards	National Standards for Youth Justice Services
Ofsted	Office for Standards in Education
PAYP	Positive Activities for Young People
PCT	Primary Care Trust
SMART	Specific, Measurable, Achievable, Realistic and Time-bounded
SSIW	Social Services Inspectorate for Wales
YISP	Youth Inclusion Support Panel
YJB	Youth Justice Board
YOS	Youth Offending Service
YOT	Youth Offending Team

Introduction

The joint YOT inspection programme commenced in September 2003 and is the first full inspection to examine the work of YOTs, established under the Crime and Disorder Act 1998. The programme is being implemented in three phases, the first of which was completed in July 2004 and focused on establishing benchmarks for the later phases of the inspection.

This, the second phase of the inspection, started in September 2004 and builds on the findings from the first. Few changes have been made. Emphasis has continued to be placed on two core areas:

- ◆ the management and partnership arrangements, including the role and functioning of the local Management Board
- ◆ work with children and young people, which now encompasses prevention of offending, work with children and young people who have offended and work with their parents/carers.

The third core area to be covered by the inspection is work with victims and restorative justice. Whilst these issues are seen as no less important, it is acknowledged that YOTs may be at different stages of development in this area of work. We do, however, expect a high level of engagement with victims to be demonstrated, with appropriate arrangements for restorative justice.

Key findings

Management and partnership arrangements

- ◆ Both staff and partners commented on the improvements that had occurred since the management team became fully established in June 2004.
- ◆ The role of the YOS senior was crucial to developing practice, but required further clarification.
- ◆ The Executive Board was well led by the Chief Executive which, in turn, helped to keep other senior figures at the table.
- ◆ New protocols and agreements were being developed between the YOS and its partners.
- ◆ Teams were located in generally poor premises, although plans were in hand for some improvements.
- ◆ The IT system was poor and a real business risk given the YOS's dependence on computer based records.
- ◆ The health service had struggled to ensure its resourcing of the YOS, although recent progress had been made.

Work with children and young people and their parents/carers

- ◆ Asset assessments were generally timely and well evidenced.
- ◆ There were some good examples of risk of harm work, although this was not consistent across all members of the team.
- ◆ Pre- and post-release DTO work with children and young people was good.
- ◆ The YOS had invested in a parenting group which was praised by parents/carers who had taken part in it. This group was run by a local voluntary organisation. Many of those who had completed a programme opted to attend the group for a second time and there were plans in place to establish a post-programme support group.
- ◆ There was uncertainty about the status and legal requirements when a child or young person was convicted of a Schedule 1 offence.
- ◆ Good work had been done to engage children and young people at risk of offending in positive activities rather than making use of ASBOs.
- ◆ Guidance as to when and how referrals should be made to any external provision was required to achieve consistency. This needed to be supported by a quality assurance system.
- ◆ There were very good working relationships between YOS staff and social workers where children and young people were looked after.

Victims and restorative justice

- ◆ There was a good level of contact with victims in cases of final warnings and referral orders. This did not result in active involvement of many victims.
- ◆ There was a well-established restorative justice project for Looked after Children and young people within the children's homes. This had reduced recorded offending within this vulnerable group by a significant amount.
- ◆ There was relatively little reparation taking place in the north and west of the county, although a worker had now been appointed to develop this work. In the south of the area, a member of staff had taken responsibility for overseeing reparation work and this was now regularly available.

Overall assessment

The overall performance of the Wiltshire YOS was assessed as **good**. We found a committed and energetic staff group who worked hard in unsatisfactory premises. They had persevered during a lengthy period of temporary management arrangements. Now that the management team was in place, in particular the YOS Head of Service, the team recognised that further planned improvement was imminent and they welcome this. It was clear that all of the developments over the past year had been based on a vision held by the Head of Service, shared by the team and fully supported by the Executive Board. Whilst we considered that there was still further work to do, we did identify that the correct building blocks to achieve this had been put in place. The strengths identified in the inspection resulted from the combination of leadership style and approach, as well as the strategic support of the Board.

Recommendations

The Chair of the Management Board should ensure that:

- ◇ an action plan is devised to address the following recommendations and forwarded to the lead inspector within three months of the publication of this report
- ◇ all new developments are evaluated as a matter of course
- ◇ all possible steps are taken to secure alternative accommodation for both teams, which includes proper reception facilities and full access as defined by the Disability Discrimination Act 1995
- ◇ a more robust and accessible IT system and support is made available to ensure business continuity.

The YOS Head of Service should ensure that:

- ◇ victim contact and interventions about impact of offending on victims becomes more central to the overall work of the teams
- ◇ individual performance information is used appropriately
- ◇ consideration is given to developing and extending the use of qualitative information
- ◇ the quality and consistency of supervision plans are improved and the use of SMART objectives encouraged; this would facilitate reviews
- ◇ compliance and enforcement practice is developed, including agreement about the judgements used to accept explanations for absence and the timeliness of returning a child or young person to court, to achieve a more consistent application
- ◇ reparation opportunities are made available across the county, taking account of the challenges of rurality.

Partner organisations should ensure that:

- ◇ they seek proper, up-to-date agreements or protocols with the YOS, so as to ensure that some of the staffing difficulties experienced recently are not repeated

The Children and Families Department should ensure that:

- ◇ a joint agreement is drawn up and appropriate training provided to ensure that children and young people who have a Schedule 1 offence are properly identified and engaged with.

Overview

- ◆ The county of Wiltshire, located in the South-West of England is made up of the four local authorities of Kennet, North Wiltshire, Salisbury and West Wiltshire.
- ◆ The Census of 2001 recorded Wiltshire as having a total population of 432,973, of this population 22.8% were aged 0-17 years. This figure was very similar to the average for England and Wales of 22.7%.
- ◆ Wiltshire had a predominantly white population, 98.4%, and this was much higher than the average for England of 90.9%. The percentage of Asian or Asian British residents, 0.3%, was much lower than the average for England of 4.6%. The percentage of Black or Black British residents, at 0.3%, was again much lower than the English average of 2.1%.
- ◆ The level of employment in Wiltshire, 68.1%, was much higher than the average for England and Wales of 60.6%. The level of unemployment was 2.0%, lower than the average for England and Wales at 3.4%. There was a low percentage of permanently sick or disabled residents in Wiltshire at the time of the census, 3.0% compared to 5.5% in England and Wales. There was a lower percentage of students resident in Wiltshire, both economically active and inactive, 4.7% compared to 7.3% in England and Wales.
- ◆ Wiltshire Council was classified as good in the Audit Commission's Comprehensive Performance Assessment 2004.
- ◆ The YJB figures for youth offending for the period April 2003 to March 2004 show that 42.6 offences were committed per 1,000 children and young people aged 0-17 years in Wiltshire.
- ◆ The YJB summary of YOS performance against the key performance indicators for 2003/2004 ranked Wiltshire YOS in 10th position.
- ◆ Wiltshire YOS comprises two operational teams, one based in Salisbury, covering the south and east of the county and one in Melksham. The management team are based in Trowbridge, which is the county town. The teams have had little opportunity to come together and have different cultures. These two small teams cover a very large area and there is a real cost in both time and money involved in the logistics of travel. However, a system of quarterly all staff meetings had been put in place to help to develop a more consistent approach. This was supported by a countywide statement of principles and values.
- ◆ There had been gaps in the YOS management team and, prior to the appointment of the current Head of Service, in June 2004, there was a lengthy period of interim leadership which was monitored and supported by the Executive Board. There had also been a new business manager and performance manager. All central functions

were based in the headquarters building in Trowbridge. A small number of staff operate from a Children and Families branch office in Devizes, but are essentially part of the Salisbury team. All of the teams were located in premises owned by the Youth Development Service and provided rent free.

- ◆ In these circumstances, it was commendable that core performance across both sites was quite consistent. With the activities which had been put in place to improve links between the two teams, children and young people in Wiltshire could expect to receive the same high standard of service regardless of where they lived.
- ◆ We found an energetic staff group who were responding well to new management arrangements and who seemed to recognise the improvements that had been brought about.
- ◆ Notwithstanding this, both staff and partners commented during the inspection on the improvement overall since the management team had become fully staffed in June 2004.

1. MANAGEMENT AND PARTNERSHIP ARRANGEMENTS

1.1 Leadership

Inspection criteria

The Management Board:

- ◇ *provides strategic oversight and direction and coordinates the provision of youth justice services by the YOT and partner organisations*
- ◇ *is made up of appropriate representatives who attend and participate actively in meetings*
- ◇ *ensures the provision of accurate and timely data returns, both for its own use and that of the YJB*
- ◇ *gives support and guidance to the YOT Manager, ensuring that they engage with local and national priorities*
- ◇ *ensures that the Youth Justice Plan is implemented.*

Wiltshire YOS was established as part of the Department for Children and Education of the local authority. The YOS Head of Service was line managed by the Assistant Director. A small Executive Board met in Trowbridge on a quarterly basis and was actively led by the Chief Executive, thereby ensuring appropriate representation from the other agencies involved. It did not have sub-groups, instead establishing small working groups to develop specific pieces of work as need arose.

The Board received information from the YOS about the 13 performance targets set by the YJB which were linked with the objectives set in the annual plan, thus providing oversight of the plan's achievement. For the period 2004/2005, Wiltshire featured in the top quartile of the national tables published by the YJB. The Board also gave priority to considering budgetary matters in detail, but did not receive any local performance data in addition to that from the annual plan.

The YOS Head of Service was clear that he felt both held to account and actively supported by the Board, and well linked into the wider crime reduction agenda within the county. He was well integrated in the range of multi-agency groups, including being a member of the MAPPA strategic management board.

An agreement had been developed between the YOS and the Department which identified procedures to be followed in a variety of circumstances and required them to be reviewed every six months. This helped differentiate the responsibilities where children and young people were involved with the YOS, but who also needed other services from within the Department.

It was clear from reading minutes and from discussion at the Board that it was comfortable with its function and was well equipped to discuss YOS business. The YOS Head of Service serviced the Board and had his voice heard, but there was also evidence of Board members challenging and requiring debate before making decisions.

Strengths:

- ◆ There was an effective and well run Executive Board.
- ◆ A culture existed of focusing on performance.
- ◆ The YOS Head of Service was well integrated into the overall crime reduction structure.

Area for improvement:

- ◆ The Executive Board Group did not assess more specific local data, such as the quality of the performance of the two teams (Melksham and Salisbury) to identify any problems with consistency, or information about minority ethnic children and young people.

Good practice

The YOS Head of Service was co-located with the Head of Crime Reduction and Community Protection and her team, which acted as a counterweight to his line management arrangements, allowing the necessary balance between child welfare and crime reduction issues to be achieved.

1.2 Partnership and resources

Inspection criteria

- ◆ *A range of interventions and services are provided to meet the needs of children and young people who have offended and those at risk of offending.*
- ◆ *YOTs are appropriately staffed by partners according to legislation and Home Office guidance.*
- ◆ *The Youth Justice Plan reflects partner strategies.*
- ◆ *Protocols have been agreed between the YOT, its statutory partners and other organisations, outlining the level of service, human resources issues and funding arrangements.*
- ◆ *Contracts are in place with other agencies to ensure the coordination of work and the appropriate delivery of services to meet the needs of children and young people.*

There were a reasonable range of interventions available to staff. Some of these were directly under the management of the YOS, including the ISSP (which covered both Wiltshire and Swindon) and the YISP/Families in Focus

project. There was also a PAYP project shared with Swindon. The county had a well-developed parenting project which the YOS made use of and in which it had recently invested a significant amount of money to secure an increased number of places for the coming year.

The buildings housing the teams themselves imposed limitations on work. Neither of the main work centres had any waiting areas and so callers to the offices had to wait outside until their officer was available. This raised some difficulties, especially in bad weather and caused concern to administrative staff. There was also a considerable lack of space, thus preventing the development of group work. A move was in hand for the Salisbury team, which might resolve the matter there, but this was not the case in Melksham. Considering the limitations of the buildings, all staff worked hard to minimise inconvenience to children and young people who attended and much work was undertaken through home visits and occasionally by using other Children and Families facilities. Nevertheless, we heard comments about the negative impact of such working conditions on staff morale.

Within each location, there were secondees from the police, the probation service, health, education, Connexions, and drugs services. There were systems in place to ensure that CROs could refer cases across to a specialist colleague for further assessment and intervention where they identified a specific need. Both health secondees had been absent due to illness for a considerable time and there was no protocol in place which addressed this problem. These absences had meant that CROs had to make their own links with parts of the health service, particularly CAMHS, introducing an increased risk of an inconsistent service. The absence of health service personnel had also impacted on the availability of anger management interventions. However, after 18 months and shortly before the inspection, the PCT had agreed to replace the secondee in Salisbury and was due to interview imminently.

The police had provided a computer in each location, which enabled the seconded officers to carry out their duties without having to make periodic visits to a police station. The YOS, in line with YJB guidance, was dependent on IT for all case recording and other document production. The IT system in use via the local authority was poor, with insufficient licences and frequent breakdown. This caused staff significant frustration and required attention.

The Head of Service had introduced a team senior role within each office to complement the operational manager. This post was designed to be the first contact point for staff with practice queries and would also actively support the supervision of children and young people identified as presenting a high risk of harm. This would not only provide a post to contribute to the development of practice, but would also release the operational manager for more strategic activities, thus helping to ensure that the work undertaken centrally by the Head of Service was developed more consistently across the county. At the time of the inspection, these posts were only a few months old and the role still required some clarification.

The YOS Head of Service had begun redrafting protocols with partner agencies, and the recently agreed document with the probation service offered a template for other organisations if needed. There would clearly be merit in these agreements being finalised quickly.

Strengths:

- ◆ Existing agreements and protocols were being rewritten.
- ◆ Generally there were good partnership contributions.
- ◆ The introduction of the team senior role.

Areas for improvement:

- ◆ The office accommodation was poor and caused difficulties for both staff and children and young people attending the office.
- ◆ The IT system was not fit for purpose.

1.3 Staff supervision, development and training

Inspection criteria

- ◆ *Staff are regularly supervised in accordance with their developmental needs and assessed level of competence.*
- ◆ *Annual appraisals contain objectives which are linked to local and national targets.*
- ◆ *All staff are provided with appropriate training opportunities to equip them to meet the requirements of the Youth Justice Plan.*
- ◆ *Staff are appropriately qualified and have had a satisfactory enhanced criminal record check within the past three years.*
- ◆ *Volunteers are appropriately trained, available for YOT activities and have had a satisfactory enhanced criminal record check within the past three years.*
- ◆ *Joint agreements are in place for the management of disciplinary, capability and grievance procedures.*
- ◆ *Complaints are properly managed.*

Wiltshire YOS had experienced a lengthy, unsettled period during which there was no permanent Head of Service, although there had been two short-term cover arrangements. During this time, the two operational managers had made the decision, supported by the Executive Board, to focus on core activity only. This had implications for staff supervision, which did not occur as it should have. Despite this, measured performance remained largely on target.

Since the arrival of the current YOS Head of Service in June 2004, all staff and managers reported that they received regular supervision and

appraisals linked to the annual plan. A supervision agreement form had been drawn up laying out the purpose and scope of supervision, as well as clarifying the limits of confidentiality. Staff and supervisors co-signed this agreement. This had been a significant development and was well received by staff. The decision to appoint two YOS seniors, who in turn reported to the operational managers, also contributed to this improvement.

Some seconded staff also received supervision from both YOS managers and their home base manager. This practice demonstrated a good commitment to secondments and was experienced positively by staff. The police officers in Melksham received supervision from within the police service, but those from Salisbury did not, although they had very good links for general purposes with their home division. The YOS Head of Service had begun to introduce a performance management culture into the organisation. However, whilst individual performance figures could be produced, they were not yet being used to develop staff members' work.

Staff described a good range of training opportunities and support from managers. There were many positive comments from staff about the improvements with the development of the management team.

All staff and volunteers were CRB checked and a list was supplied which indicated when the initial check had been undertaken, with the subsequent review dates identified.

The YOS managed a community involvement manager who had responsibility for the recruitment, training and support of all volunteers, regardless of which role they were to fulfil. There was a well-developed mentoring scheme. Both mentors and children and young people who had worked with them spoke very highly of this relationship. In particular, the children and young people interviewed found benefit in an official but informal relationship in which they contributed to the agenda and purpose. There was also an Appropriate Adult scheme staffed by volunteers and managed by the YOS. Additionally, volunteers could present themselves for a role as a referral panel member.

All volunteers were subject to the enhanced CRB check. The approach taken to this area of work had resulted in Wiltshire YOS staff having access to approximately 180 volunteers, offering a variety of roles, who had all received the same general training as well as specific training for the role they undertook. This was a well used resource and viewed as successful by staff, volunteers, children and young people and their families.

Strengths:

- ◆ The YOS Head of Service had ensured that a proper staff supervision and appraisal model was in place.
- ◆ There was a culture of supporting staff training.
- ◆ There was evidence of a broad use of properly recruited, trained and supported volunteers.

Area for improvement:

- ◇ Although personal performance figures could be provided, they were not used to consider and improve individual performance.

**Good
practice**

The YOS had established a database of volunteers, giving contact details, personal profile (age/gender/ethnicity) availability, interests, date of CRB check, training undertaken, etc. which enabled staff to ensure a good match between volunteer and the role they were asked to undertake.

**OVERALL ASSESSMENT OF MANAGEMENT AND PARTNERSHIP
ARRANGEMENTS**

This section is judged as fully met.

2. WORK WITH CHILDREN AND YOUNG PEOPLE AND THEIR PARENTS/CARERS

2.1 Assessment

CHILDREN AND YOUNG PEOPLE AT RISK OF OFFENDING

Inspection criteria

- ◇ *There is a mechanism to identify those children and young people within the area who are at risk of offending.*
- ◇ *There are arrangements to assess the needs of those individuals identified as being at risk of offending and these arrangements take account of cultural differences, diversity and safeguarding issues.*

Wiltshire had established a series of groups to deal with those deemed at risk of offending. These groups were supported by the YOS, through involvement in management or steering groups and by funding, particularly through the Children's Fund.

There were four CDRPs in the county with a centrally based ASB team. A principle had been established, whereby cases considered for an ASBO were referred to an intervention designed to improve their situation. The success of this integrated approach was demonstrated, in part, by the fact that there were only three ASBOs on children and young people in the county.

This approach was supported by the Chief Executive who believed very strongly in promoting a positive image of children and young people and, as a result, the CDRP coordinator had to approve any press release about children and young people from any of the partner organisations. This view was further evidenced by a set of posters promoting positive images of children and young people, produced by the Youth Development Service, supported by the YOS, which were displayed on buses, libraries and Youth Development Service and YOS premises.

There was a PAYP project, available in Salisbury, but no such facility in Melksham. This aimed to involve children and young people in constructive activities as part of reintroducing them to involvement in education or to steer them away from offending. The project, run by Connexions, was open to referrals from a range of agencies.

There was a YISP, managed within the Melksham team, comprising three staff. They accessed YOS volunteers to engage with children and young people after their assessment had identified what work was required. The project entitled *Families in Focus* and was targeted at eight to 13 year olds. All referred cases were subject to a specialist assessment and checked to

see whether they were involved with any other part of the system, including school. An action plan was then agreed. The numerical target for 2004 was 75 referrals, which had been met, and was increased for 2005 to 80.

However, it was clear from interviews that staff use of these preventative facilities was not consistent, nor were managers well placed to know what use was being made of them.

Strengths:

- ◆ The YOS Head of Service was fully engaged with the wider crime prevention structure.
- ◆ There was good take up of the Families in Focus project.

Area for improvement:

- ◆ Staff did not make referrals to the preventative opportunities as consistently as they might have.

CHILDREN AND YOUNG PEOPLE WHO HAVE OFFENDED

Inspection criteria

- ◆ *An Asset assessment is satisfactorily completed at the beginning and end of all interventions which takes account of cultural differences, diversity and safeguarding issues.*
- ◆ *Risk of harm to others is fully assessed.*
- ◆ *Risk of harm, either to self or from others, is fully assessed.*
- ◆ *Specialist assessments are undertaken on those with specific needs or who are assessed as a risk of harm to others.*
- ◆ *Resources have been identified and capacity exists to meet assessed need.*

91% of initial assessments were completed in line with the national standards time requirement, with 71% being judged to be of sufficient quality.

We were pleased to find that a full risk of harm assessment was completed in 81% of all relevant cases. Within that group of 13 cases, there were several examples of good risk of harm to others assessments and active links with MAPPA existed. The MAPPA coordinator was happy with the quality of referrals and the involvement of staff and managers. Of the ten cases assessed as posing a risk of harm, eight (80%) had been checked and countersigned by the manager.

However, we did not agree with the decision not to complete a full risk of harm assessment in 11 of the cases reviewed. This was a high proportion of the cases examined and suggested that, at least for some staff, there were further training or coaching needs required to assist them to

formulate these decisions. There was no system in place to help managers to identify these cases routinely.

There was also a small number of cases where the child or young person had committed a Schedule 1 offence, most commonly an assault on another child or young person, which required notification to the Children and Families teams. Staff were generally unaware of this and there was no agreement with social services to set up a system to manage the information.

Where issues of vulnerability were identified, appropriate action had been taken in all cases (12). Where the child or young person concerned was looked after, there was good evidence of effective liaison between staff and social workers.

Within the YOS, any referrals to colleagues for drugs, health or education matters were normally subject to a specialist assessment in order to help determine the work to be done to address the specific issue. The absence of health workers had caused some disruption to that service.

All children and young people were assessed for education needs. Any score above 2 on the Asset was referred to the EWO and then discussed with the caseworker. Responses were effective for those under 16 largely due to the range of partners who could provide appropriate support.

For those young people over 16, opportunities were more limited and the outcomes less successful in some, but not all cases. The quality of provision was much more variable for this cohort. Our file read indicated that 40% were not engaged in education or training and 30% had no contact with Connexions. Conversely for those experiencing difficulties with school, action had been taken in 90% of cases and the outcomes were judged to be positive in nearly 60%.

Strengths:

- ◆ There was a clear focus from managers on working towards national standards.
- ◆ We saw some good examples of work with children and young people who presented a risk of harm to others.
- ◆ There was an appropriate use of internal specialists by CROs.

Areas for improvement:

- ◆ Some gaps in education and training provision for 16+ age group were identified.
- ◆ There was no guidance for staff clarifying the correct procedures for notifying Schedule 1 cases to Children and Families teams.
- ◆ There was no system in place to alert managers to cases where a risk of harm screen indicated that a full assessment was required, but where the staff member considered one was not necessary.

Good practice

There was a particular example of work done with a young person who had received a Section 91 sentence, but who had been known to the YOS for some time. The risk assessments were well completed and thought through and the involvement of the CRO with the young person, his family and the MAPPP were very thorough.

PARENTS/CARERS

Inspection criteria

- ◆ *An assessment of the parenting skills and needs of the parents/carers of children and young people who have offended or are at risk of offending has been undertaken and is used to inform any intervention.*

There was a well-established parenting group within the county delivered by 'ask Wiltshire', a voluntary organisation which provided a number of services to support families. The parenting programme had been developed by the Wiltshire YOS in 2000 and evaluated by a researcher from Bath University. This was written up as an article and published in *Social Work Practice* (September 2004). The delivery of the programme had then been outsourced to 'ask Wiltshire'. Any agency could refer a parent/carer to it and the YOS had remained significantly involved. The programme manager had access to the YOS building to collect referrals and to conduct a specialist assessment. Additionally, the YOS had negotiated 40 places in the programme for next year.

All referrals were assessed during a home visit by the group leaders before starting the programme. The staff from 'ask Wiltshire' confirmed that referrals from the YOS were always appropriate, although they believed that there were more parents/carers who might benefit. In order to help improve consistency of approach, some work had been done to remind all YOS staff about the group and its benefits. As a result, an increase in referrals had been noted. This intervention was suitable for parents/carers on a voluntary basis or those made subject to a parenting order.

A number of parents/carers who had been through the group were interviewed and were very positive about the benefits of undertaking the programme, even though they may have been reluctant initially. Several were intent on repeating the course and plans were in hand by the organisation to establish a post-programme support group.

Strength:

- ◆ A well-developed parenting programme, available to all.

Area for improvement:

- ◆ There was not sufficient consistency amongst the staff group in terms of their approach to screening parents/carers with a view to referral to this programme.

2.2 Interventions

CHILDREN AND YOUNG PEOPLE AT RISK OF OFFENDING

Inspection criteria

- ◆ *There are arrangements in place to provide interventions for those children and young people who are assessed as at risk of offending.*

There were projects available for those referred and assessed as suitable, offering interventions based around constructive activities as described earlier. For example, a PAYP was available in the south of the county. This provided structured activities for children and young people who in particular were not engaged in appropriate education and so were deemed vulnerable to offending.

Strength:

- ◆ There was a balance of supportive interventions or restrictive ASBOs available to meet whatever need was identified.

Area for improvement:

- ◆ The range of constructive interventions was limited, although this may have been, in part, a consequence of rurality.

CHILDREN AND YOUNG PEOPLE WHO HAVE OFFENDED

Inspection criteria

- ◇ *Interventions with children and young people who have offended are targeted in areas of assessed need, such as education, health and parental relationships, etc.*
- ◇ *Interventions with children and young people who have offended are specific to the needs of girls and young women, children and young people from minority ethnic groups, those with disabilities and take account of safeguarding issues.*
- ◇ *Supervision plans are written in accordance with national standards, emanate from Asset and contain SMART objectives.*
- ◇ *Interventions are structured, evaluated and consistent with the principles of effective practice.*
- ◇ *Frequency of appointments for children and young people who have offended is consistent with national standards and Home Office/YJB guidance for final warnings, referral orders, community penalties, DTOs (custody and post-custody) and ISSPs (where they exist).*
- ◇ *For those children and young people who have offended, enforcement follows non-compliance.*

Further attention needed to be given to the supervision planning process. Whilst 75% of initial supervision plans were completed within national standards timescales and two-thirds of them were considered to be of sufficient quality, there was still a significant proportion of cases to be brought in line with this better practice.

92% of initial supervision plans showed good evidence of work being done to ensure that the child or young person understood their responsibilities. Just over half of the cases inspected demonstrated that account had been taken of specific individual needs across the whole range of diversity issues.

Looking at all orders, 88% of cases were considered to have planned interventions that were proportionate to the risk of harm identified and took account of individual need. Where specific problems concerning health or education had been identified, interventions to deal with the problem were normally available. The extended sickness absence of the health workers had meant that the interventions they normally delivered, in particular anger management, had not been readily available in-house. Some staff in the north of the county had familiarised themselves with the programme and had been delivering this work.

A number of specific projects, which had been established for vulnerable children and young people or those with specific learning needs, were accessed through the YOS.

Two seconded full-time education staff had established effective contact with the schools across the county. They made good use of their EWO

colleagues in the schools and were usually alert to any likely difficulties for children and young people on the school roll who had offended. This system worked well as over 80% of children and young people under 16 who had offended were retained in full and part-time education and training.

In terms of compliance and enforcement, 70% of cases were offered appointments broadly in line with national standards requirements. The practice of offering one appointment at a time meant that when an appointment was missed, there was an inevitable time delay in arranging the next. Judgements about the acceptability or otherwise of missed appointments was considered to be appropriate in 75% cases.

Breach action was in line with the national standard in 50% (seven) of relevant cases.

Strengths:

- ◆ Clear messages were given to children and young people about their responsibilities.
- ◆ Effective links between the teams and education services were evident.

Areas for improvement:

- ◆ The practice of appointments being arranged one at a time built in the potential for delay and consequently not meeting the target.
- ◆ Bringing the timeliness and quality of all initial supervision plans in line with best practice.

Good practice

... a young male in Yr10 had been transferred to a partner school as part of the Fresh Start programme (a collaborative scheme whereby local head teachers 'exchange' difficult or challenging pupils). This move was failing and, due to the timely intervention by the YOS EWO, a college place was set up under the LSC funded 14-16 initiative. The student is now engaged in a successful work experience programme and has the support of his family and a dedicated worker at the local college.

PARENTS/CARERS

Inspection criteria

- ◇ *Parents/carers (where appropriate) are made aware of the requirements of the interventions and are kept informed about progress during the course of the intervention.*
- ◇ *Interventions which are appropriate to the diverse needs of parents/carers are provided for, and taken up by parents/carers of children and young people who either have offended or are at risk of offending in accordance with assessed need.*

There was parental involvement in the assessment process in 70% of the cases inspected. As much of the work took place in the home, parental involvement was evident in many cases.

The parenting group programme included many opportunities for individual work and for people not to contribute if they so wished to a particularly personal or otherwise sensitive element without any criticism. From meeting with four people who had completed the programme, it was clear that the culture of the group was positive and supportive, thus easily accommodating individual need without distracting others.

Strengths:

- ◇ Parents/carers approved of the programme content and found it helpful.
- ◇ Parents/carers reported that the group helped them feel supported.

2.3

Outcomes

Inspection criterion

- ◇ *Those assessed as being at risk of offending and undertaking interventions are engaged in activity to reduce their risk of offending and address their needs.*
- ◇ *For those children and young people who have offended examination of the case file provides evidence of progress and a reduction of risk factors.*
- ◇ *The YOT demonstrates a reduction in reoffending for all bands of penalties (pre-court, first tier, community penalties and custody).*
- ◇ *Indicative accounts of outcomes from children and young people, parents/carers and other relevant persons show positive outcomes.*
- ◇ *For those children and young people who have offended, supervision plan objectives are met in areas of assessed need.*
- ◇ *Interventions for parents/carers promote effective parenting.*

Offending behaviour

Staff conducted most of the offending behaviour work on a one-to-one basis. All made use of approved programmes of work, but there was a degree of adapting the material, either presentationally or in terms of content. It was not possible to assess whether this would have had a detrimental effect on the potential impact of the intervention.

A referral order manual had been developed in order to ensure that all staff and panel volunteers operated in a consistent manner. Due to the challenges of rurality, panels operated across the county, being held in locations as near to the child's or young person's home as possible. Use was made of village halls, youth clubs etc.

When working with children and young people on DTOs, there was good evidence of active involvement with sentence planning and review by the CRO. It was also clear that for the most part work that was begun in custody was followed up on release.

On the whole, there was good engagement between staff and children and young people about offending behaviour. Thirty children and young people made comment to the inspection either by interview or via a computer based questionnaire. All were able to identify 'staying out of trouble' as the main reason for their involvement with the YOS.

From all of the cases inspected, we found that 68% complied with the requirements of their order and 71% had remained clear of any further criminal conviction.

There was not yet any parallel process whereby team members worked with the children and young people whose parents/carers were attending the parenting programme, covering the same issues from the different perspectives. However, some thought had been given to this.

Education

The strategies which contributed to success included effective induction and assessment procedures, close collaboration between caseworkers and EWOs, together with intensive and responsive support from the Young People's Support Service.

The work with the post-16 year old cohort was less successful in terms of full-time placements for education and training/employment. Connexions advisors were part-time and opportunities for relevant training provision were said to be limited. Work had been undertaken recently with the LSC to establish the training provision in the rural areas and in the towns.

Under the *Fresh Start* initiative, schools provided alternative provision for children and young people who were experiencing difficulties. Local head teachers collaborated fruitfully and discharged their duties to keep children and young people in education and training by ensuring suitable provision was made, with ongoing support for them.

The YOS was aware of the challenges in providing suitable education and training for those aged over 16 years. Connexions and the LSC had

established a pilot programme to address issues relating to provision in rural areas. Some, but not all local colleges had responded positively to the challenges of the post-16 cohort in providing valuable education and training opportunities. Others had yet to respond.

Health issues

There were three PCTs covering the county. It was seen as an advantage that one person had been identified to represent all three on the Executive Board, but she was not the manager of the seconded staff and had to work hard to raise understanding of the issues created by their absence in order to make progress in terms of organising replacements.

It was encouraging to hear that access to CAMHS, including that by children and young people subject to YOS supervision, was being looked at within the county, rather than simply waiting for a national development.

In the current circumstances, CROs had had to make their own connections with health colleagues. Whilst this was reasonable in some cases, it did not result in consistent arrangements. It seemed also that whilst mental and emotional health issues were being addressed by CROs, physical health matters were not and this was a gap to be addressed once health secondees were in place.

Safeguarding

The YOS Head of Service was a member of the LCJB and the operational managers had close links with child protection teams. All staff received basic child protection awareness training.

There was a useful protocol between the YOS and the Children and Families section of the Department of Children and Education which identified a series of agreements as to how a range of circumstances should be progressed. Where a child or young person supervised by the YOS was also looked after, there was evidence of good liaison between the two groups of staff.

There was no procedure in place for children and young people convicted of a Schedule 1 offence.

Strengths:

- ◆ Some very good links existed with partner services.
- ◆ The YOS managers were very well known across the area for their active involvement in the strategic crime reduction structure.
- ◆ The health representative on the Executive Board was working hard regarding her responsibilities for three PCTs and there were signs of success.

Areas for improvement:

- ◇ Children's and young people's physical health problems needed further attention.
- ◇ More links could be developed between the work done with parents and that carried out by the YOS with children and young people.

Good practice

A CRO supervising a young person who had been sentenced to a Section 91 sentence was very clear and assertive in ensuring that the prison staff met requirements for holding planning and review meetings. He also effectively challenged prison officers when he found that a co-defendant had been allowed to bring a book entitled 'Couples that Kill' to read whilst waiting to appear at his trial for serious violent offences.

OVERALL ASSESSMENT OF WORK WITH CHILDREN AND YOUNG PEOPLE AND THEIR PARENTS/CARERS

This section is judged as satisfactorily met.

3.

VICTIMS AND RESTORATIVE JUSTICE

3.1 Assessment of the needs of victims of children and young people who have offended

Inspection criteria

- ◇ *An assessment of victims' needs should be made and used to inform planned interventions.*
- ◇ *All victims are given the opportunity to make informed decisions about their involvement in cases of children and young people who have offended and are supported in doing so.*

Overall, there was evidence that the victim had been contacted in 41% cases (in 24% cases there was no identifiable victim). The YOS Head of Service was clear that there was a system in place to ensure that all victims were contacted. On the whole, the relevant information required to achieve this was received from the police in time. The purpose of this contact was to invite the victim to comment on or take part in any reparation or restorative justice. This contact was by letter and the majority contacted did not want to have any involvement. Where no response was received, some efforts were made to follow-up by telephone contact, but this would depend on the time available. There was inconsistency in recording practice which made it difficult sometimes to identify that this work had occurred.

A piece of work was in hand, led by the operational manager from Melksham, to develop a countywide, more consistent approach to victim contact. To support this, a dedicated post had been created to take this development forward. This arrangement was to be mirrored in Salisbury later in the year. This was an important approach and deserved support, as it would bring the victim further into the centre of the work with children and young people who had offended.

Strength:

- ◇ Systems were in place for establishing initial contact with victims.

Areas for improvement:

- ◇ There was insufficient take up by victims after the initial contact.
- ◇ Recording practice was inconsistent across the county.

3.2

Restorative interventions with the victims of children and young people who have offended

Inspection criteria

- ◇ *Victims have access to a restorative intervention tailored to their needs.*
- ◇ *Victims are offered the opportunity to specify any reparative element of the child's or young person's supervision plan and to be informed of their progress.*
- ◇ *Restorative and reparative interventions are provided that are appropriate to the age, vulnerability, culture, ethnicity, language needs, literacy levels and gender of the victims and children and young people who have offended.*

Although some victims were contacted and received a good service, this was not sufficiently widespread or consistent. However, if a victim did wish to have further contact or involvement, there was an appropriate range of options available and staff trained to deliver these. This included making known the impact of the offence upon them, through to a full restorative conference.

Within children's homes, there was a general practice of dealing with conflict by means of a restorative justice approach. This had been developed to avoid the further criminalisation of children and young people for very low level offending behaviour. It was supported by a protocol with the police identifying when they should be involved and facilitated by all staff being trained. The protocol also identified what steps care staff could take to deal with a Looked after Child's behaviour which might previously have been reported to the police. This approach meant that the restorative justice process was built into the day-to-day work of care staff and could occur either informally or in a structured way, depending on the circumstances.

A member of staff in Salisbury had taken the responsibility for providing some community based reparation. Along with a sessional worker, three or four children or young people would, for example, be met and taken to a local school to tidy up the grounds. This work was reinforced by some teaching about use of tools and safety procedures and a feedback form was provided to the CRO for them to follow-up any other issues which might have arisen. These arrangements demonstrated an impressive level of commitment from the officer concerned but were not yet well established. Given the rural geography to be covered, there were significant logistical matters to be overcome in order to ensure provision as broadly as might be desired. A new staff appointment had been made in Melksham which was intended to develop reparation activity there.

All of the seconded police officers were fully trained to deliver restorative conferences under the Thames Valley model. However, few of these took place, with none of the cases inspected having had the benefit of this approach.

Both operational managers were fully trained to chair restorative justice conferences and did so for those taking place within the children's homes project.

Strengths:

- ◆ Good commitment from staff was evident to provide some oversight of children and young people performing reparation.
- ◆ There was a very impressive scheme with Looked after Children.

Areas for improvement:

- ◆ There was a need to develop work with victims consistently across the area.
- ◆ More provision of reparation opportunities across the county was required.

3.3 Restorative outcomes for victims of children and young people who have offended

Inspection criterion

- ◆ *Victims are satisfied with the work undertaken by the YOT.*

Every victim with whom the YOS had active contact was invited to complete a feedback form. Only where a completed form was received was the response counted.

Although numbers were low, in the last quarter (April-June 2005) ten victims returned forms and all expressed satisfaction with their contact. The YOS Head of Service described this as average for a quarter and that it was rare to receive a form from someone who had not been satisfied.

Strength:

- ◆ Those victims who had involvement with the YOS expressed satisfaction with their experience.

Area for improvement:

- ◆ The number of victims responding was very small.

3.4

Restorative and reparative outcomes for children and young people who have offended

Inspection criteria

- ◇ *Children and young people involved in restorative interventions make a positive contribution to the victim and community.*

The arrangements for Looked after Children had reduced recorded offending by that group from 180 in 2000 to 22 in 2004. This had positive implications not only for the children and young people concerned, but also for the neighbourhood in which they were placed, as there were far fewer instances of police visits and arrests from the children's homes.

It was pleasing to hear that plans are in hand to further develop the restorative justice approach for Looked after Children within the independent sector. Discussions had already been held and some free training places for staff from the independent children's homes within Wiltshire had been made available on a recent course.

Strength:

- ◇ A well designed project with very impressive outcomes.

Area for improvement:

- ◇ There had not been any evaluation of the impact of this project on the neighbourhoods in which children's homes were located.

OVERALL ASSESSMENT FOR WORK WITH VICTIMS AND RESTORATIVE JUSTICE

This section is judged as satisfactorily met.

The joint inspection of YOTs

The Government announced the establishment of an independent inspection of YOTs in December 2002. The inspection programme is to be conducted jointly by CSCI, Estyn, the Healthcare Commission, HMIC, HMI Prisons, HMI Probation, Ofsted and SSIW. The joint inspection team is located within and led by HMI Probation, and is funded by the Home Office.

Home Office objectives

The joint inspection contributes primarily to the achievement of Home Office Objective II - 'more offenders are caught, punished and stop offending and victims are better supported', and to the requirement to ensure that custodial and community sentences are more effective at stopping offending.

It also contributes to the achievement of Objective III, through our scrutiny of work to address drug and other substance misuse, and to other relevant criminal justice system and Children's Services' objectives.

The purpose of the joint inspection is to report to the Secretary of State and, through him, Parliament and the public, on the effectiveness of the YOTs in fulfilling their statutory duties to prevent offending by children and young people, and thereby protect the public, whilst still safeguarding their rights and promoting their welfare.

The **aims** of the programme are to:

- ◆ assess the impact made by YOTs and partner organisations on the prevention of offending by children and young people through effective supervision
- ◆ appraise the work undertaken by YOTs and partner organisations to meet the needs of children and young people at risk of offending and enable them to lead law-abiding and constructive lives
- ◆ evaluate the role of the YOTs in safeguarding the rights and promoting the welfare of children and young people
- ◆ assess the extent to which the YOTs are meeting the required standards and targets set by the YJB
- ◆ promote good practice in the management arrangements of YOTs and service delivery to the courts and community
- ◆ identify underperformance and make recommendations to promote improvements
- ◆ evaluate the effective use of resources
- ◆ actively promote race equality and diversity as an integral part of the inspection process
- ◆ produce timely reports which contribute to improved performance by informing policy and practice.

Code of practice

Each inspection will:

- ◆ be undertaken with integrity in a professional, impartial and courteous manner
- ◆ enable the development of independent judgements, based on evidence
- ◆ seek to energise and engage with staff
- ◆ promote race equality and diversity throughout its processes
- ◆ be concluded with the timely publication of a report containing findings and recommendations for improvement.

Anyone wishing to comment on an inspection, a report or any other matter falling within the remit of this inspection programme should write to:

*HM Chief Inspector of Probation
2nd Floor, Ashley House
2 Monck Street
London SW1P 2BQ*

Inspection arrangements

- ◇ The joint inspection programme started in September 2003, following two pilot inspections. All 155 YOTs in England and Wales are to be inspected over a five to six year cycle. As this was a long programme, we decided from the outset to break it down into three phases in order to ensure that the inspection retained its relevance and continued to address local and national concerns.
- ◇ The three phases are:
 - **from September 2003 to July 2004**, when the inspection concentrated on key issues, with emphasis placed on establishing benchmarks and the dissemination of good practice. Fifteen YOTs were inspected during this phase of the programme, all of whom were volunteers
 - **the current phase, up to September 2005**, when the inspection process will be based on the methodology established in the first phase. In so far as possible, fieldwork will be individually tailored to each YOT, informed by examination of the data available and the findings from other inspection programmes
 - **from September 2005 onwards**, when the YOT inspection methodology will be congruent with the five outcomes in the Children's Services inspection framework and complement that of the Joint Area Reviews in England. Although the YOT inspection will remain a separate process, inspections will run within a similar timeframe as the Joint Area Reviews where possible, so that areas of potential overlap and duplication can be reduced and rationalised. Findings from the YOT inspection will, therefore, inform not only the Joint Area Review but also the Annual Performance Assessment and the Comprehensive Performance Assessment. Work is currently being undertaken to ensure that this process is compatible with the different governance arrangements in Wales.
- ◇ The inspection will be carried out in line with the Government's commitment to proportionate and coordinated inspection in local government. It will:
 - be proportionate to risk, and fieldwork will only be undertaken where necessary to support findings or to disseminate good practice
 - complement, and be coordinated with other inspection programmes, including the Joint Area Reviews and comparable inspection processes in Wales
 - take account of YOTs' recent development as organisations.
- ◇ The standards and criteria developed for the first phase of the inspection have been slightly modified and focus on:
 - management and partnership arrangements
 - work with children and young people and their parents/carers
 - victims and restorative justice.

- ◆ The fieldwork for each individual inspection will take place over two weeks, about two to three weeks apart. The first week will consist of a file reading exercise for which the YOT will be asked to identify a random sample of between 30 and 80 children and young people (dependent on the workload) who have been subject to some form of intervention in the previous months. The cases will cover most orders, including licences.
- ◆ These case files will be examined in detail. In half the cases selected, we will also undertake in-depth interviews with the case manager, any other person significantly involved in delivering the intervention and, where possible, the child or young person themselves and their parents/carers. Where appropriate, we also hope to meet and hear from victims of crimes by children and young people supervised by the YOT.
- ◆ In order to encourage self-assessment and increase ownership of the inspection findings, we are inviting YOTs to second a member of their staff, usually an experienced practitioner, to the inspection team for the duration of the file reading week. We have found this to be a positive way of developing mutual understanding and strengthening the links between inspection and practice.
- ◆ As before, the second week of the inspection will involve meetings with the Chief Executive, Management Board members, YOT Manager and staff. It will cover the management of the YOT, its performance and the contribution made by its partner organisations. Discussions will be informed by the findings of the examination of case files conducted in the first week of inspection.
- ◆ The inspection findings will be compiled in a report which will include recommendations for improvement. These recommendations will be designed to encourage the YOT in its work, to support good practice and to promote improvements.
- ◆ The report will be submitted to the Home Secretary, as the Secretary of State responsible for youth justice, with simultaneous copies to the Education and Health Secretaries, and where relevant, the Ministers for Education & Lifelong Learning, Finance, Local Government & Communities, and Health & Social Services in Wales. A copy will be sent to the YJB. Copies will also be made available to the press and placed on the website of HMI Probation at:

<http://www.homeoffice.gov.uk/justice/probation/inspprob>

Scoring approach

We have decided to continue a similar approach to scoring in phase two as in phase one, in order to allow some broad comparisons of performance, but with certain provisos. First of all, it should be noted that this second phase of the inspection covers only three core areas, rather than five as in the first phase. In addition, as part of our aim of continually improving performance, two of the categorisations, 'good' and 'good basis for development' (formerly described as 'satisfactory with good basis for development'), have been amended, and whilst exacting a more rigorous standard of performance from the YOT also, we believe, allow for better representation of their actual achievements.

The three sections of the inspection will be individually assessed against the relevant standards, using the supporting criteria. Judgements will be based on:

- ◆ information supplied by the YOT
- ◆ interviews with chief officers, managers and staff both from the YOT and other partner organisations
- ◆ examination of case files
- ◆ discussions with case managers and other people significantly involved in the supervisory process
- ◆ the perspectives of the children and young people, their parents/carers and, where possible, their victims
- ◆ other relevant inspection findings.

The judgements are defined as:

- ◆ **Fully met** – exceptional performance beyond the requirements of national standards and other relevant guidelines
- ◆ **Satisfactorily met** – a sufficient level of performance to assure the joint inspection team that the YOT is progressing satisfactorily
- ◆ **Partly met** – less than sufficient performance on the majority of items
- ◆ **Not met** – inadequate performance on most items.

Some discretion is allowed to lead inspectors for scores to be adjusted if this seems appropriate due to other findings or contextual evidence.

The overall assessment will be determined by the judgements of the individual sections. As in the first phase of the inspection process, no score or grading will be given during this second phase, but instead a general categorisation highlighting particular achievements as well as areas for improvement. This approach was initially adopted as we felt that a more rigid scoring mechanism would be inappropriate given the developmental nature of much of the work of the YOTs and their relatively recent inauguration as organisations.

The overall performance of the YOT will be assessed as:

- ◆ **Commendable** – there is strong management performance and exemplary work with both children and young people and in relation to victims and restorative justice. These YOTs will be setting a standard of excellence which will act as an example to others.
- ◆ **Good** – either the section relating to management or work with children and young people is fully met and the other sections are at least satisfactorily met. YOTs within this category will have addressed most, if not all, key areas of work and be achieving a high standard of performance.
- ◆ **Good basis for development** – the sections relating to management arrangements and work with children and young people are both assessed as satisfactorily met and work with victims and restorative justice is being taken forward. Although some key areas will still require attention, these YOTs will have demonstrated good potential and their work will be sufficient to promote confidence in their future development.
- ◆ **Requiring improvement** – either the section on management arrangements or work with children and young people is assessed as partly or not met. In these instances, the inspection will have revealed concerns about key aspects of the YOT's performance which need to be addressed.
- ◆ **Requiring significant improvement** – neither the section on management arrangements or work with children and young people is considered to have been satisfactorily met. YOTs within this category will need to take immediate action to address major concerns about core areas of work.

Next steps

- ◆ The YOT will be asked to send a response to the recommendations, to the lead inspector, together with an action plan within three months of the publication of the report. It is anticipated that the recommendations will normally be addressed within 12 months of publication to allow sufficient time for integration within existing developments.
- ◆ Implementation of the recommendations will be monitored by the YJB. The joint inspection programme does not normally include any follow-up action unless issues were to emerge during the course of the programme that were of such serious concern to require immediate attention. The inspection of the Wiltshire YOS has not revealed any such concerns.
- ◆ In addition to the reports on individual YOTs, the joint inspection team will also publish periodic reports on findings across a number of teams. Such reports will include comments on race equality and diversity issues and other trend information. These reports will also include comparisons between the performance of YOTs with similar characteristics.