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Criteria for the inspection of Youth Offending Teams in England

Phase Four

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INTRODUCTION

The Youth Offending Team Criteria cover each of the aspects of work to be addressed in the inspection (General Criteria) and set out the areas of specific evidence that should be provided either in advance or during the course of the fieldwork (Specific Criteria). The cross-references in brackets in the text offer linkages to the relevant parts of the youth justice national standards. A Glossary is provided for all abbreviations used. For those assessing against the Youth Offending Team Criteria, an accompanying Toolkit is available which provides further clarification.

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GLOSSARY

Asset	YJB assessment tool for those convicted of offences	PPO	Prolific and other priority offender
CRB	Criminal Records Bureau	RoH	Risk of Harm
ETE	Employment, Training and Education	SLA	Service level agreement
MAPPAs	Multi-Agency Public Protection Arrangements	YJB	Youth Justice Board
NS	National standard	YOT	Youth Offending Team
Onset	YJB assessment tool for those at risk of offending		

1. WORK IN THE COURTS

General Criterion	Specific Criteria
<p>1.1 Children and young people are safeguarded and the likelihood of their further offending reduced by the provision of an appropriate pre-sentence service, including bail supervision and support programmes.</p>	<p>1.1a There are arrangements in place, to which the YOT has agreed, to identify and alert the YOT of all children and young people who are at risk of secure or custodial remand.</p> <p>1.1b A range of support/supervision services are offered (including non-secure remands), commensurate with the likelihood of secure or custodial remand, to address objections to bail.</p> <p>1.1c There is positive, proactive and timely joint working between YOT staff and children and young people's social care staff to address safeguarding issues as appropriate. [NS 2.1]</p> <p>1.1d All children and young people remanded to secure or custodial detention are interviewed, assessed for vulnerability and the information passed to the establishment within the national standard timescale.</p> <p>1.1e The YOT worker attends and contributes effectively to remand review meetings, with particular emphasis on safeguarding issues.</p> <p>1.1f Follow-up services are provided promptly to securely remanded children and young people to ensure that, where appropriate, further bail applications are made and accompanied by commensurate support packages.</p> <p>1.1g The YOT demonstrates a year-on-year reduction in the number of secure and custodial remands.</p>
<p>1.2 Courts are assisted in making informed, timely and effective decisions by the provision of good quality reports and appropriate information from the YOTs.</p>	<p>1.2a The YOT provides trained and knowledgeable staff who provide effective services to the courts within its geographical area, including Saturday/bank holiday cover and the local Crown Court(s).</p> <p>1.2b The YOT communicates effectively with sentencers (magistrates, District and Crown Court Judges) and court users about the work of the YOT to inspire confidence in local youth justice provision and achieve positive and appropriate outcomes for children and young people in court.</p> <p>1.2c The YOT actively seeks feedback from sentencers on pre- and post-sentence work and uses this and its own evaluation of remand and sentencing</p>

decisions to improve future practice, with particular reference to diversity.

1.2d Reports for court are produced and distributed in accordance with the relevant national standard [NS 7], are of a good quality and have proposals which are appropriate and commensurate with the seriousness of the offence.

2. WORK WITH CHILDREN AND YOUNG PEOPLE IN THE COMMUNITY

WORK WITH CHILDREN AND YOUNG PEOPLE AT RISK OF OFFENDING

General Criterion	Specific Criteria
<p>2.1 The YOT (or others on its behalf) undertake appropriate activities to prevent children and young people from offending.</p>	<p>2.1a An Onset assessment is fully completed at the beginning of all interventions and reviewed as appropriate. [NS 1]</p> <p>2.1b Assessments draw on a range of sources including previous and current reports and assessments, and the self-assessment where possible.</p> <p>2.1c At an early stage diversity issues, potential discriminatory/ disadvantaging factors and any other individual needs are actively assessed. If identified, plans are in place to minimise their impact.</p> <p>2.1d Attention is paid to the methods likely to be most effective with each child or young person.</p> <p>2.1e RoH to others is accurately assessed in all cases identified as posing a potential risk and is communicated to staff involved in the case and, where relevant, other individuals.</p> <p>2.1f A timely and purposeful home visit is carried out and repeated as necessary.</p> <p>2.1g A timely initial intervention plan and subsequent reviews draw on Onset, other agencies' and previous YOT assessments/plans. Plans should include victim restorative processes and have outcome orientated objectives.</p> <p>2.1h There is appropriate sequencing of interventions according to RoH, likelihood of offending and any safeguarding issues.</p> <p>2.1i Interventions are <u>identified</u> to reduce/contain RoH, address the likelihood of offending and victim awareness, promote safeguarding and community reintegration and are consistent with effective practice.</p> <p>2.1j Interventions are <u>delivered</u> to reduce/contain RoH, address the likelihood of offending and victim awareness, promote safeguarding and</p>

	<p>community reintegration and are consistent with effective practice.</p> <p>2.1k Interventions are inclusive and address the specific needs of the individual, in particular girls and young women, children and young people from minority ethnic groups, those with disabilities, those with caring responsibilities, Looked After Children and those with a child protection plan.</p> <p>2.1l In relevant cases, an effective risk management plan is initiated and implemented in partnership with others and there is evidence of manager involvement.</p> <p>2.1m There is positive, proactive and timely joint working between the YOT and local children’s services and relevant others, to facilitate the sharing of information and the delivery of the intervention plan, particularly in cases of Looked After Children and those entitled to leaving care services.</p> <p>2.1n Interventions have a time limited plan and a clear exit strategy.</p> <p>2.1o Workers demonstrate commitment to their work with children and young people, by motivating and supporting them throughout their engagement and by reinforcing positive behaviour.</p>
<p>2.2 The health of children and young people who are at risk of offending is promoted by the work of the YOT and its partners.</p>	<p>2.2a Staff accurately identify health (physical and mental) and substance misuse needs and make appropriate referrals.</p> <p>2.2b Children and young people with health (physical and mental) and/or substance misuse needs are supported in accessing the appropriate services.</p> <p>2.2c Interventions promote children and young people's mental and physical health, and helps discourage them from substance misuse.</p>
<p>2.3 Children and young people who are at risk of offending are safeguarded through the work of the YOT and its partners to contribute to the promotion of their welfare and, where applicable,</p>	<p>2.3a The YOT actively engages with local children’s services at the assessment stage to establish the social care status of children and young people at risk of offending. Looked After Children, children in need, child protection, leaving care and learning difficulties and/or disabilities status is clearly recorded.</p> <p>2.3b Safeguarding is fully and accurately assessed in all cases.</p> <p>2.3c Staff refer cases where safeguarding concerns have been identified to the local children’s services and contribute to the Common Assessment</p>

<p>their protection.</p>	<p>Framework, child protection and children in need plans on a case-by-case basis.</p> <p>2.3d Interventions help children and young people to stay safe and there is evidence of joint working, including through the sharing of information, plans and reviews, particularly in Looked After Children, children in need and child protection cases and those entitled to leaving care services who are at risk of offending.</p>
<p>2.4 Children and young people who are at risk of offending are enabled and encouraged to achieve their potential.</p>	<p>2.4a Staff accurately identify ETE needs and make appropriate referrals.</p> <p>2.4b Children and young people with ETE needs are supported in accessing the appropriate services.</p> <p>2.4c Interventions promote appropriate learning opportunities and attainment and are targeted in areas of assessed educational need.</p> <p>2.4d Action is taken to ensure that children and young people who have been permanently excluded from school attend alternative settings aimed at securing reintegration into mainstream education.</p>

WORK WITH CHILDREN AND YOUNG PEOPLE WHO HAVE OFFENDED

General Criterion	Specific Criteria
<p>2.5 The YOT (or others on its behalf) undertake appropriate activities to prevent children and young people from reoffending.</p>	<p>2.5a An Asset assessment is fully completed at the beginning of all interventions and reviewed as appropriate. [NS 4]</p> <p>2.5b Assessments draw on a range of sources including previous and current reports and assessments (including assessments and work undertaken during bail and remand processes), and the self-assessment where possible. [NS 4.4]</p> <p>2.5c Diversity issues, potential discriminatory/disadvantaging factors and any other individual needs are actively assessed. If identified, plans are in place to minimise their impact.</p> <p>2.5d Attention is paid to the methods likely to be most effective with each child or young person.</p> <p>2.5e RoH to others is accurately assessed in all cases identified as posing a potential risk through the risk of serious harm Asset and is communicated to</p>

	<p>staff involved in the case and, where relevant, other individuals.</p> <p>2.5f A timely and purposeful home visit is carried out and repeated as necessary. [NS 8.5 & 8.47]</p> <p>2.5g A timely initial intervention plan and subsequent reviews draw on Asset, other agencies' and previous YOT assessments/plans. Plans should include victim restorative processes and have outcome orientated objectives.</p> <p>2.5h There is appropriate sequencing of interventions according to RoH, likelihood of reoffending and any safeguarding issues.</p> <p>2.5i Interventions are <u>identified</u> to reduce/contain RoH, address the likelihood of reoffending and victim awareness, promote safeguarding and community reintegration and are consistent with effective practice.</p> <p>2.5j Interventions are <u>delivered</u> to reduce/contain RoH, address the likelihood of reoffending and victim awareness, promote safeguarding and community reintegration and are consistent with effective practice.</p> <p>2.5k Interventions are inclusive and address the specific needs of the individual, in particular girls and young women, children and young people from minority ethnic groups, those with disabilities, those with caring responsibilities, Looked After Children and those with a child protection plan.</p> <p>2.5l In relevant cases, an effective risk management plan is initiated and implemented in partnership with others and there is evidence of manager involvement.</p> <p>2.5m There is positive, proactive and timely joint working between the YOT and local children's services and relevant others, to facilitate the sharing of information and the delivery of the intervention plan, particularly in cases of Looked After Children and those entitled to leaving care services.</p> <p>2.5n Contact with children and young people is consistent with youth justice national standards. [NS 8.6 & 8.46]</p> <p>2.5o Effective action is taken to ensure compliance and, where required, enforcement activity follows non-compliance within the national standard timescale.</p> <p>2.5p The transfer of cases (either between YOTs or to the probation service)</p>
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	<p>is handled in a planned, timely and effective manner with appropriate communications to all involved.</p> <p>2.5q The YOT worker assesses and monitors the child or young person’s accommodation needs, and actively works with others to secure appropriate provision.</p> <p>2.5r Workers demonstrate commitment to their work with children and young people, by motivating and supporting them throughout their order, and by reinforcing positive behaviour.</p>
<p>2.6 The health of children and young people who have offended is promoted by the work of the YOT.</p>	<p>2.6a Staff accurately identify health (physical and mental) and substance misuse needs and undertake appropriate work with other agencies.</p> <p>2.6b Specialist assessments are undertaken on those with health needs.</p> <p>2.6c Children and young people with health (physical and mental) and/or substance misuse needs are supported in accessing the appropriate services.</p> <p>2.6d Interventions promote children and young people's mental and physical health and help discourage them from substance misuse.</p>
<p>2.7 Children and young people who have offended are safeguarded through the work of the YOT to contribute to the promotion of their welfare and, where applicable, their protection.</p>	<p>2.7a The YOT actively engages with local children’s services at the assessment stage to establish the social care status of children and young people who have offended. Looked After Children, children in need, child protection, leaving care and learning difficulties and/or disabilities status is clearly recorded.</p> <p>2.7b Safeguarding is fully and accurately assessed in all cases.</p> <p>2.7c Staff refer cases where safeguarding concerns have been identified to the local children’s services and contribute to the Common Assessment Framework, child protection and children in need plans on a case-by-case basis.</p> <p>2.7d Interventions help children and young people to stay safe and there is evidence of joint working, including through the sharing of information, plans and reviews, particularly in Looked After Children, children in need and child protection cases and those entitled to leaving care services who have offended.</p>
<p>2.8 Children and young people who have offended are</p>	<p>2.8a Staff accurately identify ETE needs and undertake appropriate work with other agencies.</p>

<p>enabled and encouraged to achieve their potential.</p>	<p>2.8b Specialist assessments are undertaken on those with educational needs.</p> <p>2.8c Children and young people with ETE needs are supported in accessing the appropriate services.</p> <p>2.8d Interventions promote appropriate learning opportunities and attainment and are targeted in areas of assessed educational needs.</p> <p>2.8e Action is taken to ensure that children and young people who have been permanently excluded from school attend alternative settings aimed at securing reintegration into mainstream education.</p>
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WORK WITH PARENTS/CARERS

General Criterion	Specific Criteria
<p>2.9 Parents/carers are supported in addressing their children's antisocial and offending behaviour.</p>	<p>2.9a Parents/carers are made aware of the requirements of interventions undertaken by children and young people and are kept informed about progress during the course of supervision.</p> <p>2.9b The active engagement of parents/carers in their child or young person's supervision is facilitated by the work of the YOT or partner agency.</p> <p>2.9c Assessments of parenting skills are carried out in a timely manner, in accordance with YJB effective practice guidelines and are used to inform interventions.</p> <p>2.9d Parents/carers are referred to interventions that are sensitive to their diverse needs and are available on a voluntary and statutory basis.</p> <p>2.9e Interventions promote effective parenting in relation to the parent's/carer's ability to care, control, safeguard and promote the welfare of the child or young person.</p>

OUTCOMES OF WORK WITH CHILDREN AND YOUNG PEOPLE IN THE COMMUNITY

General Criterion	Specific Criteria
<p>2.10 The YOT promotes</p>	<p>2.10a The YOT promotes the involvement of service users in consultations</p>

<p>consultation with service users about the services they receive, and this information is used to improve outcomes.</p>	<p>about the services they receive.</p> <p>2.10b Proactive measures are taken to ensure that communications to elicit the views of service users are sensitive to their diverse needs.</p> <p>2.10c Consultation with service users makes a significant difference to the quality of service provision.</p> <p>2.10d Following consultation staff provide feedback on actions or on issues raised by individual service users, including reasons for not acting on particular issues.</p> <p>2.10e There is a written complaints procedure, which is well publicised and easily accessible.</p>
<p>2.11 The YOT demonstrates positive outcomes in its work with children and young people in the community.</p>	<p>2.11a Examination of interventions with children and young people who are at risk of offending provides evidence of progress demonstrated, for example by:</p> <ul style="list-style-type: none"> - improvements in behaviour, attitudes and family relationships - improvements in physical, emotional and/or mental health - improvements in achievement and/or attainment - a reduction in vulnerability. <p>2.11b Examination of interventions with children and young people who have offended provides evidence of progress demonstrated, for example by:</p> <ul style="list-style-type: none"> - improvements in behaviour, attitudes and family relationships - improvements in physical, emotional and/or mental health - improvements in achievement and/or attainment - improvements in accommodation outcomes - a reduction in vulnerability. <p>2.11c Consultation with children and young people, parents/carers and other relevant persons asked, reveal:</p> <ul style="list-style-type: none"> - improvements in behaviour, attitudes and family relationships - improvements in physical, emotional and/or mental health - improvements in achievement and/or attainment - improvements in accommodation outcomes - a reduction in vulnerability. <p>2.11d Data on work with children and young people are aggregated, evaluated and the findings used to inform and improve future practice.</p>

	<p>2.11e There is a reduction in the number of children and young people who are first-time entrants into the criminal justice system in accordance with or better than the YJB key performance indicator. [5% by 2007/2008 from 2005/2006]</p> <p>2.11f The YOT demonstrates a reduction in reoffending in the pre-court, first tier and community bands of penalties.</p>
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3. WORK WITH CHILDREN AND YOUNG PEOPLE SUBJECT TO CUSTODIAL SENTENCES

General Criterion	Specific Criteria
<p>3.1 The YOT (or others on its behalf), undertake appropriate activities during the custodial phase of the sentence, to prevent children and young people from reoffending.</p>	<p>3.1a An Asset assessment is fully completed at the beginning of all interventions and reviewed as appropriate. [NS 4]</p> <p>3.1b Assessments draw on a range of sources including previous and current reports and assessments, and the self-assessment where possible. [NS4.4]</p> <p>3.1c Diversity issues, potential discriminatory/disadvantaging factors and any other individual needs are actively assessed. If identified, plans are in place to minimise their impact.</p> <p>3.1d Attention is paid to the methods likely to be most effective with each child or young person.</p> <p>3.1e RoH to others is accurately assessed in all cases identified as posing a potential risk through the risk of serious harm Asset and is communicated to staff involved in the case and, where relevant, other individuals.</p> <p>3.1f The YOT worker assesses and monitors the child or young person’s accommodation needs, and actively works with others to secure appropriate provision.</p> <p>3.1g Appropriate information accompanies the child or young person to the secure establishment or is received within 24 hours of the court appearance.</p> <p>3.1h Where a risk of self-harm or suicide is identified, the YOT is proactive in communication with the secure establishment and parents/carers where appropriate.</p> <p>3.1i The initial training plan draws on Asset, other agencies’ and previous YOT assessments/plans and includes interventions which will:</p> <ul style="list-style-type: none"> - reduce/contain RoH, address likelihood of reoffending and victim awareness, promote safeguarding and community reintegration and be consistent with effective practice - be inclusive and meet diverse needs - be appropriately sequenced. <p>3.1j In relevant cases, an effective risk management plan is initiated and</p>

	<p>implemented in partnership with others and there is evidence of manager involvement. The YOT attends all MAPPA meetings including those taking place in custody which relate to preparation for release.</p> <p>3.1k The transfer of cases (either between YOTs or to the probation service) is handled in a planned, timely and effective manner with appropriate communications to all involved.</p> <p>3.1l There is positive, proactive and timely joint working between secure establishment staff, YOT staff and others to facilitate the delivery of the intervention plan and prepare for the child or young person's release.</p> <p>3.1m Contact with children and young people is consistent with youth justice national standards. [NS 11.5 & 11.12]</p> <p>3.1n Parents/carers are encouraged and assisted to visit regularly and to attend intervention planning and review meetings, in particular the final review meeting.</p>
<p>3.2 Children and young people are safeguarded through the work of the YOT during the custodial phase of the sentence to contribute to the promotion of their welfare and, where applicable, their protection.</p>	<p>3.2a The YOT actively engages with local children's services at the assessment stage to establish the social care status of children and young people who have offended. Looked After Children, children in need, child protection, leaving care and learning difficulties and/or disabilities status is clearly recorded.</p> <p>3.2b Safeguarding is fully and accurately assessed in all cases.</p> <p>3.2c Staff refer cases where safeguarding concerns have been identified to the local children's services and contribute to the Common Assessment Framework, child protection and children in need plans on a case-by-case basis.</p> <p>3.2d Interventions help children and young people to stay safe and there is evidence of joint working, including through the sharing of information, plans and reviews, particularly in Looked After Children, children in need and child protection cases and those entitled to leaving care services who have offended.</p>
<p>3.3 The YOT (or others on its behalf), undertake appropriate activities</p>	<p>3.3a Timely first appointments and a prompt and comprehensive induction are provided to all children and young people on release from a secure establishment.</p>

<p>during the community phase of the sentence, to prevent children and young people from reoffending.</p>	<p>3.3b The intervention plan is reviewed within ten working days of release and subsequently on a three monthly basis, or at the end of the order, whichever is the sooner.</p> <p>3.3c Interventions commenced in custody to address RoH, offending behaviour, health, safeguarding and ETE needs are continued on release, where appropriate. The Management Board is informed where health or education services are not provided.</p> <p>3.3d The child or young person’s individual learning plan continues following release and is regularly reviewed, updated and shared with relevant providers and organisations, particularly Connexions.</p> <p>3.3e Interventions are inclusive and address the specific needs of the individual, in particular girls and young women, children and young people from minority ethnic groups, those with disabilities, those with caring responsibilities, Looked After Children and those with a child protection plan.</p> <p>3.3f Contact with children and young people is consistent with youth justice national standards. [NS 11.20]</p> <p>3.3g A timely and purposeful home visit is carried out and repeated as necessary. [NS 11.19]</p> <p>3.3h Effective action is taken to ensure compliance and, where required, enforcement activity follows non-compliance within national standard timescales. [NS 8.7, 8.8 & 11.26]</p> <p>3.3i The YOT works with parents/carers to support successful reintegration.</p> <p>3.3j Workers demonstrate commitment to their work with children and young people, by motivating and supporting them throughout their order, and by reinforcing positive behaviour.</p>
<p>3.4 The YOT demonstrates positive outcomes in its work with children and young people subject to custodial sentences.</p>	<p>3.4a Examination of interventions with children and young people provides evidence of progress demonstrated, for example by:</p> <ul style="list-style-type: none"> - improvements in behaviour, attitudes and family relationships - improvements in physical, emotional and/or mental health - improvements in achievement and/or attainment - improvements in accommodation outcomes

	<ul style="list-style-type: none">- a reduction in vulnerability. <p>3.4b Consultation with children and young people, parents/carers and other relevant persons asked, reveal:</p> <ul style="list-style-type: none">- improvements in behaviour, attitudes and family relationships- improvements in physical, emotional and/or mental health- improvements in achievement and/or attainment- improvements in accommodation outcomes- a reduction in vulnerability. <p>3.4c The YOT demonstrates a reduction in reoffending for the custody band of penalties.</p>
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4. VICTIMS AND RESTORATIVE JUSTICE

General Criterion	Specific Criteria
<p>4.1 Victims of children and young people who have offended feel that they have been assisted by the intervention of the YOT in feeling safer and achieving closure.</p>	<p>4.1a High priority is given by the YOT to issues of victim safety, especially to victims/potential victims who could be deemed particularly vulnerable.</p> <p>4.1b The YOT makes sound judgements regarding whether to invite victims to become involved in a restorative justice intervention and records this decision.</p> <p>4.1c The YOT is proactive in trying to engage those victims it invites to become involved in a restorative justice intervention.</p> <p>4.1d Assessment of victims' needs is consistently carried out in a timely manner, in accordance with effective practice guidelines.</p> <p>4.1e All victims who have agreed to participate are given the opportunity to make informed decisions about their involvement in direct/indirect restorative processes with children and young people who have offended and are supported and enabled to do so.</p> <p>4.1f Communications are undertaken in a sensitive manner, responsive to individual needs, circumstances, preference and diversity.</p> <p>4.1g Victims are offered the opportunity to influence any reparative element of the child or young person's supervision plan and to be informed of their progress.</p> <p>4.1h Victims have access to a restorative intervention tailored to their needs.</p> <p>4.1i 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.</p> <p>4.1j At least 75% of victims are offered the opportunity to give feedback that is used to inform and improve the work of the YOT.</p> <p>4.1k Children and young people involved in restorative and reparative interventions make a positive contribution to the victim and community.</p>

5. MANAGEMENT AND LEADERSHIP

LEADERSHIP AND PLANNING

General Criterion	Specific Criteria
<p>5.1 The Management Board works actively with others, including the YOT manager, in an integrated way to maximise the likelihood of improving outcomes for children and young people.</p>	<p>5.1a The Management Board ensures that the Youth Justice Plan is integrated with the Community Safety Plan and other children and young people’s plans, and is implemented and regularly reviewed.</p> <p>5.1b An appropriate strategic contribution is made to public protection, health and safety and safeguarding.</p> <p>5.1c Diversity issues are an integral part of the strategic planning and implementation process and are regularly monitored against agreed criteria.</p> <p>5.1d Accurate and timely performance against targets (YJB and other) and wider service information is monitored routinely, and robust quality assurance procedures are in place. Results are used to:</p> <ul style="list-style-type: none"> - contribute to improving outcomes for children and young people with due regard to diversity issues - inform local planning and commissioning processes - hold managers to account. <p>5.1e Where targets are not being met, clear plans for performance improvement are in place and progress is regularly monitored.</p>

PARTNERSHIP AND RESOURCES

General Criterion	Specific Criteria
<p>5.2 Partner organisations and the YOT work together effectively to protect the public, reduce antisocial and offending behaviour and deliver positive outcomes for children and</p>	<p>5.2a YOTs are appropriately staffed and contributions made by partners according to legislation and YJB <i>Sustaining the Success</i> guidance to effectively deliver the Youth Justice Plan.</p> <p>5.2b The YOT maximises the benefits of resources allocated from local, regional and national sources and seeks out additional resources for work with children and young people.</p> <p>5.2c Resources have been identified with capacity existing to meet assessed</p>

young people.

need and are deployed appropriately, including the support of diversity initiatives.

5.2d Resources follow risk, with RoH as a clear priority with PPOs and safeguarding given proportionate resource.

5.2e The YOT contributes effectively to a joint-agency approach to the management of RoH in the community, including participation in MAPPA and police registration.

5.2f The YOT is an active member of the Local Children's Safeguarding Board, and works constructively with others and in accordance with local child protection procedures and the Common Assessment Framework to safeguard and promote the welfare of children and young people.

5.2g Effective liaison arrangements with the police and other partners contribute to maximising the use of reprimands and final warnings to divert children and young people from prosecution.

5.2h Effective liaison arrangements with sentencers contribute to sentencing outcomes for children and young people which are consistent with YJB policy and guidelines.

5.2i Protocols, contracts and SLAs have been agreed between the YOT, its statutory partners and other relevant organisations to effectively address the coordination of work, delivery of services, information sharing, human resources and funding arrangements. They are regularly reviewed, evaluated and updated.

5.2j The YOT works effectively with the local authority, local housing providers, Supporting People arrangements and other local partners, to achieve successful accommodation outcomes for children and young people who have offended, or who are at risk of offending, and to help prevent homelessness.

5.2k An effective process has been agreed by the YOT and its partners to identify children and young people at risk of offending.

5.2l The YOT contributes to the planning for and delivery of services in the local authority to successfully divert children and young people from offending,

	<p>in particular through effective partnership working.</p> <p>5.2m The YOT contributes to successful outcomes in reducing antisocial behaviour, in particular through effective partnership working.</p>
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STAFF SUPERVISION, DEVELOPMENT AND TRAINING

General Criterion	Specific Criteria
<p>5.3 Positive outcomes for children and young people are enhanced by effective staff.</p>	<p>5.3a Managers demonstrate professional management approaches and model positive leadership behaviour.</p> <p>5.3b All workers have a clear understanding of their role, tasks and boundaries in relation to children and young people and are competent (and, where necessary qualified) to carry out their work.</p> <p>5.3c Policies and procedures are clear and comprehensive and are supportive of national and local objectives and based on effective practice principles. These are communicated to staff at all levels of the organisation and are regularly reviewed to check implementation and impact.</p> <p>5.3d The training and development needs of all staff are regularly reviewed. A costed staff training plan links individual development needs and performance to the achievement of the relevant business plans (e.g. Youth Justice Plan) and is delivered.</p> <p>5.3e Staff are supervised at an appropriate frequency and to a satisfactory standard within a performance management framework, in accordance with their developmental needs and assessed level of competence.</p> <p>5.3f All staff are subject to an annual appraisal of sufficient quality, linked to the Youth Justice Plan and other relevant plans.</p> <p>5.3g Partnership workers and volunteers are appropriately trained, supported and competent and are available for YOT activities.</p> <p>5.3h The views of service users and stakeholders are routinely collected and collated and used to improve service delivery.</p>

	<p>5.3i CRB checks are undertaken on all staff, including partners and volunteers, who have access to children and young people or their case files, and are updated at least every three years.</p> <p>5.3j Clear arrangements are in place for the management of disciplinary, capability and grievance procedures.</p> <p>5.3k Complaints are properly managed against the procedure and, where appropriate, the results are used to improve practice.</p>
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