

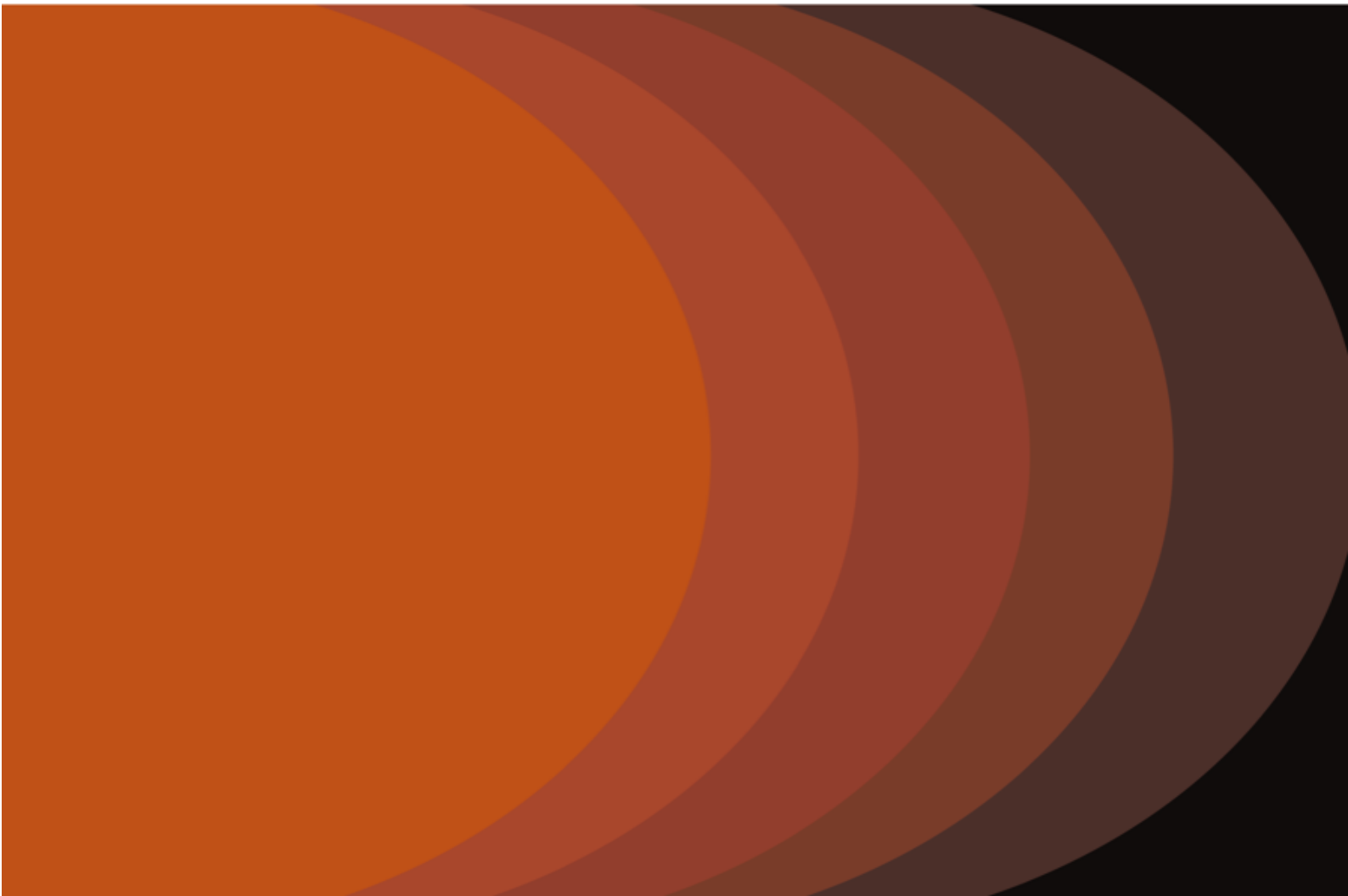


HM Inspectorate
of Probation

An inspection of youth justice services in

Haringey

HM Inspectorate of Probation, March 2025



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Foreword

This inspection is part of our programme of youth justice service (YJS) inspections. We have inspected and rated Haringey YJS across three broad areas: the arrangements for organisational delivery of the service, the quality of work done with children sentenced by the courts, and the quality of out-of-court disposal work. Overall, Haringey YJS was rated as 'Good'. We also inspected the quality of resettlement policy and provision, which was separately rated as 'Good'.

The Haringey youth justice strategic partnership board is strong, committed and authentic in its care and prioritisation of youth justice children and families. It is well attended by key strategic leaders from the statutory and non-statutory partnership, who advocate for the needs of children. The board is informed by comprehensive performance and audit data, and it knows the service and its children well. Data is used intelligently to respond to changing needs, drive improvements, and support creative, innovative practice. The board has leaders who are aspirational for children, notably the board chair and head of service.

The YJS has strong partnership relationships which support extensive services for children and families. Specialist and seconded staff work alongside commissioned services and a vibrant and diverse network of community-based organisations. There is a strong focus on education, training and employment, demonstrated by inclusive and impressive provisions like the Haringey Learning Partnership and the in-house bespoke Dusty Knuckles programme. This is having tangible impacts for children, including low rates of school exclusion which can prevent entry to the justice system. Addressing disproportionality and improving outcomes for vulnerable groups is a strength of the board and service. It is evident in strategic and operational work, such as the stop and search pilot, the commissioning of dedicated provisions, and securing additional funding for mentors for Black and global majority children.

Practice regarding desistance and safety of the child is of high quality across all disposals. Sensitive and meaningful diversity practice and effective planning and delivery to keep others safe support this. However, assessing practice to keep others safe needs strengthening, as it does not consistently consider all harm-related behaviours or partnership information. Similarly, effective analysis of children's diverse needs is not always evident in assessing practice. Victim work needs development. This includes consistent assessing and delivery practice in all disposals, increasing the uptake of victim services, and liaison and joint working with the probation victim liaison officer in all relevant cases.















Staff, managers and volunteers are motivated and passionate to work with children and improve their lives. They are experienced, knowledgeable and highly skilled. Investing in and supporting staff is evident through an extensive training offer, high quality supervision, access to clinical supervision, and supporting professional development. Staff and managers feel valued, with their achievements recognised.

Haringey YJS is a strong service. It can rightly be proud of the work it is delivering, although needs to ensure this is consistent in keeping others safe. In this report we make six recommendations to support it to improve its work further.



Martin Jones CBE
HM Chief Inspector of Probation

Ratings

Haringey Youth Justice Service Fieldwork started December 2024		Score	24/36
Overall rating		Good	
1. Organisational delivery			
1.1	Governance and leadership	Good	
1.2	Staff	Outstanding	
1.3	Partnerships and services	Good	
1.4	Information and facilities	Good	
2. Court disposals			
2.1	Assessment	Requires improvement	
2.2	Planning	Good	
2.3	Implementation and delivery	Good	
2.4	Reviewing	Good	
3. Out-of-court disposals			
3.1	Assessment	Requires improvement	
3.2	Planning	Outstanding	
3.3	Implementation and delivery	Good	
3.4	Out-of-court disposal policy and provision	Good	
4. Resettlement¹			
4.1	Resettlement policy and provision	Good	

¹ The rating for Resettlement does not influence the overall YJS rating.

Recommendations

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

The Haringey Youth Justice Service should:

1. improve the quality of assessing practice to keep others safe in court and out-of-court disposals by ensuring all partnership information, harm-related behaviours, and victim needs, wishes, and safety issues, are considered and analysed
2. strengthen assessing practice to analyse the diversity needs of children consistently
3. ensure effective management oversight and quality assurance of assessing practice in relation to keeping others safe and the analysis of children's diversity
4. improve the service offer to victims by increasing their uptake of services, ensuring victim work is consistently delivered in court and out-of-court disposals, and embedding links to the probation victim liaison officer in youth justice operational practice
5. strengthen its understanding and response to specific minority groups including girls, neurodiverse children, and children identifying as LGBTQ.

The Metropolitan Police should:

6. review as a priority the use of Outcome 22² or other deferred prosecution options in Haringey, and work with the YJS to ensure all children are offered and supported to access appropriate diversionary interventions at the earliest opportunity.

² Outcome 22 is a deferred prosecution involving diversionary, educational, or intervention activity.

Background

We conducted fieldwork in Haringey YJS over a period of a week, beginning 02 December 2024. We inspected cases where the sentence began between 04 December 2023 and 27 September 2024; out-of-court disposals that were delivered between 04 December 2023 and 27 September 2024; and resettlement cases that were sentenced or released between 04 December 2023 and 27 September 2024. We also conducted 33 interviews with case managers or their line manager.

The London Borough of Haringey is in the north of the city. It has a population of 262,895 of which 9.2 per cent (24,196) are children aged 10–17. Haringey is a culturally vibrant, young and diverse community, with 43 per cent of its total population being of Black and global majority heritage.³ This increases to 53.4 per cent for the 10–17 population. Data supplied by the YJS at the start of the inspection highlighted 67.3 per cent of children known to the service were of Black and global majority heritage, reflecting their overrepresentation in the youth justice system. The strong commitment to addressing disproportionality and improving outcomes for overrepresented groups is evident in strategic planning and operational practice.

The YJS is based in the early help, prevention, and SEND (special educational needs and disabilities) division of children's services in Haringey. The head of service is responsible for the YJS and young people at risk strategy and action plan. Three operational teams deliver services to children, overseen by three team managers who lead on work streams such as out-of-court, court and health. An interim service manager is responsible for practice development and improvement, with a lead analyst overseeing performance data and analysis. Children on court disposals are supervised by youth justice social workers and a seconded probation officer, with out-of-court officers supporting children on out-of-court disposals and Turnaround. Specialist staff lead on education, training and employment, victims, reparation, volunteers and groupwork. There are also seconded police staff. A multi-disciplinary health hub comprises a child and adolescent mental health practitioner, a speech and language therapist, a liaison and diversion practitioner, a school nurse and a substance misuse worker.

The service predominantly works with boys aged 15 to 17, who are of Black or global majority heritage. Data supplied at the time the inspection was announced indicates that 72 children were subject to court disposals and 46 were engaged in out-of-court disposals, the majority of which were triage cases. The service has a high first-time entrant rate when compared to their YJS family and London, but their custody rate has reduced over the past year. Notably, the current reoffending percentage and rate is low.

The operational practice framework incorporates systemic practice, signs of safety, good lives model, social prescribing and your choice. This is enhanced through the incorporation of 'child-first' principles, trauma informed practice and clinical supervision. The framework is embedded, providing practitioners with a toolbox of knowledge, skills and abilities to work with children and families, which was evident in the work we inspected.

³ 2021 Census Profile for areas in England and Wales - Nomis (nomisweb.co.uk).

Domain one: Organisational delivery

To inspect organisational delivery, we reviewed written evidence submitted in advance by the YJS and conducted 16 meetings, including with staff, volunteers, managers, board members, partnership staff and their managers, children and parents.

Key findings about organisational delivery were as follows.

1.1. Governance and leadership



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

Good

Strengths:

- The Youth Justice Strategic Partnership Board (YJSPB) actively set the vision and priorities for Haringey Youth Justice Service (YJS) in collaboration with the leadership team, staff, partners, and in consultation with children and families. There was a strong commitment to 'child-first' principles, improving outcomes for children, promoting early intervention and diversion, and working in partnership to reduce and address serious youth violence.
- Haringey YJS and the partnership board focused strongly on addressing disproportionality and reducing the over-representation of vulnerable groups, which was integral to all strategic and operational planning and service delivery.
- The partnership board was impressive, with key strategic leaders of appropriate seniority from statutory and non-statutory partners. Board members had an in-depth knowledge and understanding of the profile and needs of youth justice children. They were genuinely child centred, seeing YJS children as some of the most vulnerable in the borough.
- The chair of the partnership board is passionate and aspirational for children, and highly motivated to address disproportionality, overrepresentation, discrimination and racism. They are well respected within the immediate and wider partnership and held individuals and partners to account.
- The partnership board were strongly committed to hearing, understanding and responding to the views of children, parents and carers, and used this to shape the direction of the service and drive improvements in service delivery.
- The detailed and comprehensive qualitative and quantitative performance reporting to the partnership board had resulted in a confident board that knew the operation of the YJS well. The board and leadership team used this data and analysis intelligently to inform service delivery, commission activities and projects, and drive improvements.
- Board members were proactive and tenacious in their advocacy for the YJS, with the aim of having a positive impact on the lives of children and families.

- Partnership arrangements were evident, with statutory partners fulfilling their legal duties through the provision of seconded staff, effective joint working protocols and pathways, and access to commissioned services.
- Board members provided links with other strategic partnership boards with whom they advocated for the YJS, making sure that youth justice priorities were incorporated into other strategic plans. This resulted in wider partnership services being responsive to the desistance and safety needs of YJS children and families, including a clear focus on early intervention and prevention.
- The head of service is a skilled and knowledgeable youth justice professional, who is well respected and influential within the partnership and service. This combined with their use and analysis of performance and audit information, an understanding of effective practice, and a willingness to innovate, ensured the needs of YJS children are prioritised.
- There were strong links between the partnership board, leadership team and operational staff of the YJS. The leadership team were effective in disseminating an understanding of and commitment to the service vision, priorities and plans, for both operational staff and the wider youth justice partnership and stakeholders.
- The management team have complementary skills and abilities, and were experienced and knowledgeable in youth justice. This supported and promoted effective delivery and operationalisation of the service's vision and priorities.
- There was a culture of openness, constructive challenge and creativity within the YJS, which resulted in the development of innovative activities, for example the Dusty Knuckles programme.⁴

Areas for improvement:

- While partnership arrangements in Haringey YJS were strong, assurance is needed that commitment to the partnership from all statutory partners is prioritised, specifically, that the allocated police resource from the Metropolitan Police is secured and a dedicated probation officer is maintained past the period of the current secondment.
- The partnership board and YJS would benefit from strengthening their understanding and response to girls and children with neurodiverse needs to ensure that appropriate opportunities and services are provided for these children.
- Improvement activity is required by the leadership team to provide assurance to the partnership board of high-quality assessing practice to keep others safe, and ensure the diversity needs and lived experience of children are consistently analysed.

⁴ Dusty Knuckles programme is a bespoke post-16 training programme for children not in education, employment or training developed by the YJS in collaboration with the Dusty Knuckles Bakery CiC.

1.2. Staff



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

Outstanding

Strengths:

- Staff and managers are highly skilled, experienced and knowledgeable in youth justice practice. They were authentic in their care for the children and families they worked with.
- Staff and managers were engaged, committed and passionate in delivering a high-quality youth justice service, which was grounded in effective practice and responsive to the needs of children, families and victims.
- The leadership team and operational staff reported that workloads were manageable.
- There was a proactive approach to the allocation of work, which used a weighted workload management tool combined with matching children's and families' needs to the skills, experience and ability of practitioners. Consideration was also given to children's previous involvement with the service to support relational practice.
- Although there had been challenges in workforce stability, this had been proactively managed by senior leaders and the partnership board, resulting in a current full complement of staff and managers employed directly by the YJS.
- The ethnic diversity of staff and volunteers was representative of the children and families they worked with.
- There was a comprehensive supervision framework. Staff and managers valued supervision, saying that it was consistently provided and supportive, while also being appropriately challenging when required. Supervision routinely encompassed case and practice issues, pastoral and emotional support, and training and development.
- The access to clinical supervision demonstrated the investment and value placed on trauma-informed practice, and the service's care and value for its staff and managers.
- Inspectors saw effective management oversight in the following areas: clear guidance, instructions and actions which were followed up; feedback to practitioners to support practice improvement; adherence to risk management processes; advice on possible adaptations to interventions; and reflective discussion to enhance understanding and inform practice with children and families.
- There were examples of recognition of and response to the diversity needs of staff, either through flexible working or the use of reasonable adjustments where required.
- Induction processes were robust and thorough, supporting and preparing staff to undertake their role. Induction provided an understanding of the operation and practice expectations within the service, as well as providing the context in which the YJS was working.

- A culture of valuing learning and development was embedded within the service and the partnership board.
- A comprehensive training programme which was dynamically reviewed and responsive to emerging issues within the service and borough. This supported the development of high-quality skills, abilities and knowledge of YJS staff.
- Staff were skilled and responsive in meeting the diverse needs of children effectively and sensitively when planning and delivering interventions.
- The service promoted and encouraged staff development, and this was supported by internal professional progression pathways. We saw examples of staff being provided with opportunities to support career progression and development.
- Staff and managers felt valued as their work and achievements were recognised by the management board, senior leaders, the management team and each other.
- The recruitment of community panel members comprised an interview with a member of staff and children working with the service, and a comprehensive induction and training programme. Volunteers reported that they valued this and felt prepared to undertake their role.
- Community panel members had access to and valued the supervision and support they received from the volunteer coordinator. They felt they had been invested in, which was reflected by some volunteers remaining with the service for significant periods.

Areas for improvement:

- Management oversight needed strengthening to ensure that assessing practice across court and out-of-court disposal was of consistently high quality, specifically in relation to keeping others safe. All partnership information and current and previous convicted and un-convicted harm-related behaviours needed to be considered and analysed. Children’s diversity needs and lived experience also needed to be consistently analysed and documented in assessing practice.
- The current workloads of seconded police staff have been impacted by temporary long-term absence and at times, directives to undertake duties elsewhere outside of the role within the YJS.
- There was no consistent use of appraisals, which left some staff feeling that appraisals did not add value, nor was it specific to their development.
- Although the ethnic diversity of staff and volunteers was representative of the children the service worked with, it was not reflected in the gender distribution of the workforce, which was predominantly female, compared to 89 per cent of the children being male.

1.3. Partnerships and services



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

Good

Strengths:

- The use of a range of profile and performance data, along with the themes and findings from audit work, provided a comprehensive analysis of the profile and needs of children and their families, including issues of disproportionality and over-representation of children known to children's services and SEND children.
- Analytical information was used well to shape partnership provision and in-house delivery. This was exemplified by the commissioning of specialist services such as Wipers,⁵ securing additional funding to develop dedicated mentoring for Black and global majority children, the innovative Dusty Knuckles programme, and the development of targeted groupwork interventions.
- Collating, analysing and acting on the views of children, parents and carers was a strength within the borough and the YJS. There was tangible evidence of this influencing service delivery, such as improvements to the YJS office, the design of a new service logo, and children co-producing storyboards to create short accessible films on the service and Turnaround programme.
- There was an extensive range of specialist and mainstream services and interventions to support and respond to the needs of children and families. This was achieved by seconded and specialist staff, in-house interventions and groupwork programmes, commissioned projects and services, support from local business, and access to diverse, rich and vibrant voluntary, community-based, and grassroots organisations.
- Addressing disproportionality and overrepresentation was reflected in service delivery through specialist services and commitments to joint working, which were focused on meeting children's needs.
- There was a strong partnership focus on engaging children in education, training and employment (ETE) from a strategic as well as operational perspective. This had resulted in high levels of engagement in ETE activities, demonstrated by 74 per cent of YJS school age children being in full time ETE provision at the time of inspection. There were exceptionally low rates of exclusion within the borough, which had been fostered through strong joint working and oversight, as well as impressive and inclusive provisions such as the Haringey Learning Partnership.⁶
- The ETE officer is aspirational, tenacious and innovative in his approach to securing positive ETE activities for children. This was typified by his work with the Dusty Knuckles bakery, to create a bespoke post-16 training programme which had resulted in children securing longer-term training or employment.

⁵ Wipers is the trading name of Wipers Youth CIC, a youth justice social enterprise which specialises in working with vulnerable and disadvantaged young people, who are commissioned to provide the Ether and Venturous programmes in Haringey YJS.

⁶ Haringey Learning Partnership is an innovative network of alternative provision schools and services and part of the national alternative provision task force pilot.

- The multidisciplinary health hub provided a comprehensive response to children's health needs, including emotional and mental health, speech, communication and language needs, physical health, and substance misuse.
- There was a collaborative partnership between Project Future/Haringey Vanguard⁷ and the YJS, which was typified by the facilitation of case formulations to support staff in their work with children and families, and the psychological support provided to staff experiencing vicarious trauma.
- There was a strong focus on early intervention and prevention, exemplified by the use of Turnaround funding to create a schools programme focused on preventing school exclusion and children entering the youth justice system. Individual interventions were delivered to children in school over six to eight weeks, as well as work with parents and carers.
- The service was committed to working in collaboration with parents and carers, including parents open evenings to meet the team, parent workshops to provide guidance and support, and a dedicated parent champion.
- There were a range of reparation projects which were meaningful, promoted community capital, and reflected the diversity of the borough, while also enabling children to achieve AQA's units.
- The YJS was committed to restorative justice and ensuring victims were heard. The intervention offer to victims was diverse with engagement being victim led, demonstrated by the support to victims not being time bound to the child's disposal.
- The YJS was well respected within the wider partnership and strong collaborative relationships were characterised by effective communication and healthy challenge. This supported innovation and creativity in terms of meeting the needs of children and families.
- The Haringey young people at risk strategy and action plan had galvanised organisations in the borough to collaborate and deliver a range of projects and activities, which supported desistance and promoted safety of the child and others, while being conscious of and responsive to overrepresentation and disproportionality.
- The YJS had a range of groupwork interventions which promoted desistance, supported safety and reduced risk, some of which specifically addressed the needs of Black and global majority children, such as the Ether⁸ project delivered by Wipers.
- The YJS and children's services had effective strategic and operational relationships with an understanding of their differing roles and responsibilities. Inspectors saw examples of collaborative work to support children and families, as well as effective challenge and escalation where required.

⁷ Project Future/Haringey Vanguard is a team of clinical psychologists and specialist youth practitioners providing psychologically informed support to children at risk of or involved in serious youth violence. The team also provide trauma informed consultations to services working with children and young adults within Haringey, including the YJS.

⁸ The Ether project is a dedicated eight session programme for Black and global majority boys in Haringey YJS, delivered by Wipers.

- The YJS had a strong partnership with the vulnerability, violence and exploitation (VVE) team and the community safety gangs team.
- The Stop and Search project initially piloted in Haringey and now being cascaded across London was an example of innovative partnership collaboration to safeguard children, promote early intervention and address disproportionality. The YJS board chair had been instrumental in its creation and implementation.
- The YJS had contributed to the development of a child-first, trauma-informed custody suite at Wood Green.
- A robust framework to oversee the risk and safety management of children known to the YJS included a range of multi-agency risk and safety management panels, which were well attended and had clear terms of reference to ensure no duplication or missed oversight.
- There was a strong relationship with the Youth Court which held the service in high regard.

Areas for improvement:

- While positive work arounds had been created for children with undiagnosed neurodiversity, at the time of the inspection there were no fast track or dedicated pathways for YJS children to access formal neurodiversity assessments and support, despite overrepresentation in the YJS cohort.
- Referrals to the substance misuse worker were low given the prevalence of substance misuse issues for children known to the YJS. This required strengthening to ensure the needs of children were met.
- The seconded police officers achieved high levels of consent from victims to pass their details onto the YJS, although victims' uptake of services from the YJS was comparatively low. The YJS had recognised this as an area for development and had created a restorative justice action plan.
- While there were proactive and distinct approaches and interventions to address ethnic disproportionality and overrepresentation of children known to children's services and children with SEND, more work was needed to make sure services were responsive to children with other protected characteristics, specifically girls and LGBTQ children.

1.4. Information and facilities



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

Good

Strengths:

- The YJS office space in Wood Green had recently been refurbished. Children had been involved in the design of a sensory room and co-production of a mural on the outside of the building, demonstrating the service's child-first approach and commitment to genuine engagement and participation of children in the service.
- Children, parents and carers were seen in a range of community-based venues, including the YJS office in Wood Green, which were determined by their safety and accessibility.
- A suite of policies, procedures, and partnership protocols to guide and promote effective youth justice practice were easily accessible on a shared online drive. Staff were alerted to the service policies and procedures during their induction and any revisions or updates were actively disseminated.
- Effective ICT systems and information-sharing processes supported staff and managers in the timely assessing, planning, delivery and recording of services to children, families and victims.
- The ICT systems enabled staff and managers to work flexibly to meet the needs of children and families.
- The lead analyst used the ICT systems exceptionally well to support the production of high-quality, comprehensive and reliable performance data and analytical reports, which were used to assist the shaping of service delivery.
- The YJS used comprehensive and detailed performance data, alongside effective quality assurance and auditing processes, to drive improvements in service delivery.
- There were mechanisms in place to identify and manage performance through the use of qualitative and quantitative quality assurance and audit processes. Staff and managers reported these were supportive and helpful in overseeing the delivery of high-quality services.
- There was a proactive and responsive approach to disseminating and acting on learning obtained from data analysis and evaluation, audit activity, inspection activity, and new and emerging effective practice.

Areas for improvement:

- The quality assurance and audit framework had not resulted in consistently high-quality assessing practice in keeping others safe, both in court and out-of-court disposals.
- Despite improvement works, the YJS office would benefit from further development by the removal of the external metal grills to promote a child-friendly appearance. In addition, the building was not accessible to staff with a physical disability.

- Children said they felt safe and welcome in the YJS office, but they felt the service would benefit from another building in a neutral location within the borough.
- Policies, procedures and protocols could be strengthened by making more explicit reference to meeting children’s individual diverse needs and protected characteristics, as well as how disproportionality and over-representation are addressed in practice.

Involvement of children and their parents or carers

The YJS and partnership board were committed to understanding and using the experiences of children, parents or carers to shape delivery, engaging them in the co-development of services. This approach was embedded in strategic and operational practice. Initiatives included: consultation on the strategic plan; quarterly roundtable events with the head of service; a parent champion; themed participatory sessions on out-of-court disposals and the young people at risk strategy; staff and volunteer recruitment; co-creation of a new service logo; redesign of the YJS office including an external mural and internal sensory room; co-production of storyboards to create short films on the service and turnaround programme; exit interviews; and helping children to engage in the All-party parliamentary group on children in police custody. The YJS also arranged two focus groups for inspectors to talk to parents and children during fieldwork.

The YJS contacted, on our behalf, children, parents and carers they worked with to gain consent for an interview or text survey. Thirteen agreed to the text survey, which was independently delivered, with seven responses received. When asked to rate the YJS and indicate how much it had helped them to stay out of trouble, on a scale of one to 10, with one being 'poor' and 10 being 'fantastic', most respondents rated the service between eight and 10, for both questions.

We interviewed nine children and talked to seven children and two parents in the focus groups. Respondents felt practitioners were skilled in supporting children, advising:

"My worker is amazing; she listens and does not judge me."

"My workers know how to work with young people especially when I got kicked out of school. They helped me get a new school and helped my mum know what to do in meetings with the school."

Most stated they could access the right services and support. Children said:

"The YJS supported me to get a work placement before I was remanded and when I was released, they helped me get accommodation."

"I worked with the ETE worker to get into college where I did sports at first then construction. I also got a part time job at Dusty Knuckles through the YJS. I now do eight hours a week."

They felt they were seen in safe places that were easy to get to, but advised on possible improvements:

"I feel safe in the YJS building and I like the colours at the front of it as it's inviting."

"I feel safe in the YJS office, but Wood Green is a hotspot and I think they could have another office in a more neutral location like Muswell Hill or Highgate."

"Take the grills off the building windows it feels like we are caged in."

"I think they should have more activities and maybe a bigger office than one floor."

When asked what they liked most about the YJS, children and parents said:

| *"The opportunity to have a voice and be listened to."*

| *"Good workers who help people."*

| *"They never just leave you to do it yourself ... they understand what you are going through and just want to help."*

| *"They treated me well, with respect, and I think they have helped me to change."*

Diversity

- The partnership board and service had a strong focus and commitment to addressing ethnic disproportionality and reducing overrepresentation of vulnerable groups, including improving the health and education outcomes for children known to children's services and children with SEND. This was integrated into strategic and operational planning and service delivery.
- This approach was championed by a passionate and aspirational board chair, who was highly motivated to address disproportionality, overrepresentation, discrimination and racism.
- The partnership board could strengthen its approach to equity, diversity and inclusion by enhancing its understanding of and response to other minority groups, specifically girls, neurodiverse children and children from the LGBTQ community.
- This board and service approach was supported by the analysis of detailed and comprehensive data, combined with findings from audit work. This was used to shape partnership provision and in-house delivery to address disproportionality and be responsive to children's diverse needs.
- The ethnic diversity of staff and volunteers was representative of the borough and the children and families they worked with, which would help to promote a sense of inclusivity and understanding by those who use the service.
- Staff were skilled and responsive in meeting the diverse and individual needs of children effectively when planning and delivering interventions. They had a comprehensive understanding of equity, diversity and inclusion, and used this knowledge to adapt practice and advocate for children sensitively. While staff could articulate well their understanding and response to children's diverse needs, this was not consistently reflected in assessing practice.
- Addressing disproportionality and overrepresentation was reflected in operational practice and service delivery through specialist services and commitments to joint working, which focused on meeting the diverse needs of children. This included the commissioning of specialist services such as the Ether project delivered by Wipers and the securing of additional funding to develop dedicated mentoring for Black and global majority children via the Mayor's Office for Policing and Crime disproportionality challenge fund.
- There were distinct approaches and interventions to address ethnic disproportionality and meet the needs of children known to children's services and SEND children, but a greater focus was needed on ensuring that service delivery was responsive to children with other protected characteristics, specifically girls.
- The Stop and Search project initially piloted in Haringey was now being rolled out across London. This was an example of innovative partnership collaboration to safeguard children, promote early intervention and address disproportionality.
- The absence of a deferred prosecution option was contrary to the partnership commitment to address disproportionality. The YJS were proactively exploring other out-of-court options, recognising that this would assist in diverting vulnerable and overrepresented children from the youth justice system.
- The service would be more effective in responding to the diverse needs of children, parents, carers, victims and staff, if it were supported in making further adaptations to the office base to make it more child friendly and accessible to all individuals.

Domain two: Court disposals

We took a detailed look at 17 community sentences managed by the YJS.

2.1. Assessment



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

Requires improvement

Our rating⁹ for assessment is based on the following key questions:

Does assessment sufficiently analyse:	% 'Yes'
how to support the child's desistance?	94%
how to keep the child safe?	82%
how to keep other people safe?	59%

Assessing desistance was consistently of high quality. Practitioners identified and analysed the factors for and against desistance including adverse childhood experiences and trauma, family relationships, engagement in education, training and employment (ETE), peer relationships and issues such as substance use. Gathering information from a range of agencies such as children's services, education and police, supported this. There was evidence of understanding and analysis of the reasons for offending, as well as children's ability and motivation to change. Identifying strengths and protective factors was particularly strong, supported by the application of the good lives model. Children, parents and carers were actively and consistently represented, with their voice and needs integral to assessing practice. This was facilitated through the use of self-assessment questionnaires.

While children's diversity and needs were considered, at times this was superficial and not fully cognisant of children's lived experience and identity. Analysis of diversity was not consistently effective at considering and reflecting the intersectionality of diverse needs and the impact this had on children's identity or behaviour.

Keeping children safe was a strength in assessing activity. Practitioners used partner agency information well, such as health screening assessments and children's services records. This informed the identification and analysis of the factors associated with children's safety, including exploitation and links to peers or, in some instances family members, the influence of family relationships on emotional wellbeing, and the impact of trauma. Assessing also identified controls and interventions to address the safety needs of children. In the cases where practice was not as strong, safety and wellbeing factors were not always identified or analysed.

Assessing activity to keep others safe needed development. Inspectors saw examples of strong practice where all behaviours were identified and analysed, including the consideration of actual and potential victims. However, this was inconsistent. Where practice was insufficient, assessing activity tended to focus on the index offence and not consider or analyse fully historic, pending or un-convicted harm-related behaviours. This also contributed on occasion to a lack of comprehensive understanding of the presenting

⁹ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annex.](#)

risks, to whom there were risks, or their imminence. Shortfalls in assessing resulted in a lack of consistency in recognising the impact of offending on victims and identifying the risk to actual or potential victims.

Management oversight arrangements in relation to the safety of others did not consistently identify shortfalls in assessing practice. This needed strengthening to support the delivery of high-quality assessment activity.

2.2. Planning



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

Good

Our rating¹⁰ for planning is based on the following key questions:

Does planning focus sufficiently on:	% 'Yes'
supporting the child's desistance?	94%
keeping the child safe?	76%
keeping other people safe?	82%

Planning for desistance was impressive, addressing needs, strengths and protective factors. This was particularly evident with ETE, which was a consistent theme in planning. There was a strong focus on supporting children to access the positive and broad range of community-based projects. Planning was collaborative with children, parents and carers, individually tailored and responsive to diverse needs. This included incorporating engagement techniques identified by the speech and language therapist (SaLT) and being cognisant of children's cultural observances and learning needs. There was evidence of planning for victim work, but it was not consistently clear that this was reflective of the victims' needs and wishes.

Planning activity to keep children safe was strong. Collaborative work with parents and carers included practical safety planning such as using tracking apps, monitoring social media, and non-contact conditions. Joint partnership working with children's services, education, police and the youth integrated offender management (IOM), supported aligned planning to partner agencies plans. Safety mapping and planning with children and partners promoted the safety of the child and others. Planning was responsive to identified needs, including interventions to address emotional wellbeing and mental health, substance use, peer influence and exploitation. Where planning was insufficient, this was either linked to shortfalls in assessing as not all key safety factors were identified, or generic and unspecific contingency planning.

There was high quality planning to keep others safe in collaboration with children, parents or carers, and partner agencies. This included the oversight of specific controls by parents or partner agencies, such as bail conditions, home visit, and tracking apps. Planning included interventions reflective of assessed needs, such as weapons awareness, peer influences and conflict resolution, and incorporated specialist services like Venturous¹¹ and Old Bailey, No Knives Better Lives.¹² Planning for victim safety needed strengthening. Shortfalls in assessing practice resulted in not all harm-related behaviours being considered and the risks to actual or potential victims not fully accounted for. There were examples of robust contingency planning, but some plans were sparse and did not address all identified risks.

¹⁰ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annexe.](#)

¹¹ The Venturous project is a specialist violence reduction and life skills six-week programme delivered by Wipers and commissioned by Haringey YJS.

¹² Old Bailey – No Knives Better Lives is a weapons awareness groupwork intervention delivered by Haringey YJS in collaboration with the Old Bailey court.

2.3. Implementation and delivery



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

Good

Our rating¹³ for implementation and delivery is based on the following key questions:

Does the implementation and delivery of services:	% 'Yes'
effectively support the child's desistance?	88%
effectively support the safety of the child?	82%
effectively support the safety of other people?	71%

Practitioners were highly skilled at building effective relationships with children, parents or carers, which facilitated engagement and meaningful interventions. Interactions were sensitively adapted to diverse needs in terms of ethnicity, culture, communication needs, neurodiversity and maturity. For example, a practitioner ensured consistent use of an interpreter to involve a child's father, used WhatsApp for appointment reminders to reflect the child's maturity and communication issues in the family, supported the child to maintain contact with their mother who lived abroad, and developed an understanding of the child's culture and how this linked to their offending. A range of interventions were used to support desistance, including individual sessions with children, engagement in the YJS groupwork programmes, and access to specialist or community projects. ETE was consistently prioritised through liaison with schools and colleges, direct interventions from the ETE officer, and engagement in projects like Dusty Knuckles, UpSkillU¹⁴ and Skill Mill¹⁵. The use of community-based projects and specialist services promoted sustainable support for children and families.

Delivery to keep children safe was consistently of high quality and work with parents or carers was a particular strength. Practitioners collaborated through regular contact and information sharing. Parenting support was available through one-to-one sessions or YJS parenting workshops, with parents reporting that they were better able to recognise indicators of harm and implement effective controls. Specialist family interventions, such as functional family therapy or Haringey Vanguard, promoted safety. Interventions were responsive to children's needs, including work to address emotional wellbeing, substance use and peer influences. Seconded CAMHS (Child and Adolescent Mental Health Service) and SaLT practitioners undertook specialist assessments which were shared to support children's engagement with other professionals or used to access specialist services. They also provided direct interventions. There was effective joint working and information sharing with partner agencies, such as children's services and police, which included safety mapping and planning. There was evidence of effective oversight by YJS and children's service risk management panels.

¹³ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annexe.](#)

¹⁴ UpSkillU is a 12-week programme provided by Haringey Community Gold for children excluded or at risk of exclusion to support and divert them from being exploited or offending.

¹⁵ Skill Mill is a social enterprise providing a route into training or employment for post-16 children known to youth justice services who are not in education, employment or training.

Work to keep others safe was sufficient. Interventions delivered through individual or groupwork programmes were tailored to address specific risk issues such as knife and weapons awareness. This included children's engagement in the Old Bailey No Knives, Better Lives, the Venturous programme, and the Ben Kinsella Trust sessions. YJS practitioners worked closely with partner agencies to coordinate service delivery, share information and intelligence, and complete safety mapping and planning. This was enhanced through effective risk management oversight by multi-agency internal and external risk panels, which monitored concerns, set actions and tracked progress. However, victim work was inconsistent and needed strengthening. There were examples of planned victim awareness sessions not being delivered and instances of insufficient activity to protect actual and potential victims. Where omissions occurred in assessing practice, this translated to delivery as not all risk behaviours were identified and addressed.

2.4. Reviewing



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

Good

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

Does reviewing focus sufficiently on:	% 'Yes'
supporting the child's desistance?	94%
keeping the child safe?	76%
keeping other people safe?	76%

Reviewing for desistance was comprehensive and of high quality. Practitioners were cognisant of and reflected children's progress, the impact of interventions and their positive achievements. Reviewing was responsive to changes for children, including new offences resulting in adaptations to planning. Children, parents or carers were meaningfully involved in reviewing activity and relevant partner agencies were included. Children's engagement was a key element in reviewing, with practitioners proactively seeking to understand reasons for non-engagement, exploring and implementing adaptations to practice and, where necessary, taking enforcement action. Exit planning was integral, with a focus on children's engagement in activities which provided sustainable support to meet individual need.

Reviewing activity to keep children safe was effective. There was regular and ongoing reviewing of children's circumstances and interventions, as well as consideration of new or emerging issues. Where new incidents occurred, inspectors saw adaptations to interventions including new provisions being offered, creation of new safety plans, and partner agency involvement through information sharing. Changing circumstances resulted in oversight by the YJS risk management panel and appropriate revision of risk classifications. The involvement of children, parents or carers was evident, including additional support to parents or carers if needed. Reviewing activity was deemed insufficient when not all current or emerging safety issues were considered or there was a lack of involvement of key partner agencies, such as probation checks on known adults.

Reviewing was primarily assessed as sufficient where there were limited changes in the factors associated with the safety of others, and current practice was managing the presenting risks or concerns. Where changes occurred, reviewing practice was variable. Reviews incorporated information and intelligence from partner agencies, but this did not consistently result in the analysis of all current or new behaviours or risks. Similarly, variability was seen in terms of required actions or activity to mitigate and manage the presenting safety risks to others. There were examples of strong reviewing practice, which considered the impact of interventions and controls, the inclusion of partnership information, and responsive actions to manage and mitigate the increasing risk to others. However, there were also examples where reviewing activity did not fully consider all current risk concerns, as these had not been identified in initial assessing practice, or where reviewing did not sufficiently analyse new or emerging issues, which resulted in the required adaptations to planning or delivering not being made.

¹⁶ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annexe.](#)

Domain three: Out-of-court disposals

We inspected 17 cases managed by the YJS that had received an out-of-court disposal. These consisted of nine youth conditional cautions, five youth cautions, one community resolution and two triage disposals. We interviewed the case managers or their line manager in 14 cases.

3.1. Assessment



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

Requires improvement

Our rating¹⁷ for assessment is based on the following key questions:

Does assessment sufficiently analyse:	% 'Yes'
how to support the child's desistance?	88%
how to keep the child safe?	82%
how to keep other people safe?	59%

Assessing practice relating to desistance was impressive. Children, parents and carers were actively engaged, and their voices clearly represented. Practitioners used partnership information well from a range of agencies including education, early help, children's services, the SEND team, and CAMHS. This was enhanced by the use of SaLT assessments. There was comprehensive identification and analysis of the factors for and against desistance, as well as an understanding of the reason and motivation for the index offence. While diversity information was present in assessing activity, there were variations in the quality and depth of practice. In some instances, this purely related to recording a child's ethnicity. However, inspectors also saw exceptional practice exemplified by the analysis of a child's intersecting diversity issues, for example, identifying a child's ethnic and cultural heritage, neurodiversity, and role as a brother and son, and analysing how these affected the child's identity and lived experience, and contributed to their offending.

Assessing to keep children safe was strong. Partner agency information from a range of sources was actively collated and analysed. Safety and wellbeing factors were identified, such as childhood trauma and adverse experiences, undiagnosed neurodiversity, emotional wellbeing and mental health. Awareness of exploitation would benefit from being strengthened to ensure it is consistently recognised. There were limited examples of assessing practice being non-specific and lacking analysis, but this was contrasted with robust assessing activity, which clearly detailed the nature, context, impact, likelihood and imminence of factors to keep children safe.

Assessing to keep others safe was variable and reflective of practice in court disposals. Assessing was strong when practitioners used all partnership information to consider and analyse harmful behaviours alongside the index offence. Factors associated with keeping others safe were fully and appropriately identified and analysed, including clarity on the

¹⁷ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annexe.](#)

nature, context, impact, likelihood and imminence of harmful behaviour. In contrast, where the focus was primarily on the index offence and not all previous, current and pending harm related behaviours were analysed, assessing practice was compromised. These shortfalls could contribute to the risks to actual and potential victims not being identified. Management oversight of assessing for out-of-court disposals did not routinely identify gaps in practice and needed strengthening to drive improvements.

3.2. Planning



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

Outstanding

Our rating¹⁸ for planning is based on the following key questions:

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

Planning for desistance was of high quality. Children, parents and carers were actively involved in planning, including using child-friendly planning tools. Planning was consistently responsive to children's desistance needs including engagement in ETE, emotional wellbeing, peer relationships, and access to positive activities. Building children's strengths and exit planning were considered to promote community integration and sustainable long-term support. Diversity practice strengthened in planning, as plans were individually tailored to children's needs including neurodiversity and cognitive functioning, cultural sensitivity, and focused on effective communication styles.

Planning to keep children safe was thorough. Planned interventions reflected the factors contributing to children's safety, such as supporting emotional wellbeing, family relationships, substance misuse and health needs, as well as referrals to CAMHS and SaLT practitioners. Planning responded to exploitation through joint work with partners, safety mapping and planning, and specific interventions or support from specialist workers. Collaboration with other agencies such as children's services, schools, CAMHS and functional family therapy, was integral to planning, including aligned plans between YJS and other agencies to prevent duplication. Contingency planning was individualised and specific, detailing the factors associated with escalating risk, actions to be taken, by whom and with clear timescales.

Addressing the factors associated with the safety of others was evident and robust in planning. Planned interventions were responsive to the factors contributing to harm-related behaviour, such as weapons awareness work, engaging in the Old Bailey No Knives, Better Lives programme, peer relationships and influence, and referrals to the YJS CAMHS specialist. Planning focused on actual or potential victims through interventions such as victim awareness to highlight the impact of harm-related behaviour, or the use of external controls. Contingency planning was comprehensive and specific, reflecting practice in planning to keep children safe.

¹⁸ The rating for the standard is driven by the lowest score on each of the key questions, which is placed in a rating band, indicated in bold in the table. [A more detailed explanation is available in the data annexe.](#)

3.3. Implementation and delivery



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

Good

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

Does service delivery effectively support:	% 'Yes'
the child's desistance?	100%
the safety of the child?	71%
the safety of other people?	82%

Delivery to support desistance was comprehensive and impressive. Practitioners were strengths based in their approach and highly skilled at building constructive, collaborative and trusted relationships with children, parents and carers. There was evidence of joint working with partners, such as schools, children's services, care staff and police, to meet children's needs. Interventions were provided directly by practitioners, through the YJS groupwork programme, or through engagement with partner services or community organisations. There was a consistent footprint of the CAMHS, SaLT, and ETE specialists in delivery, including the sharing of specialist assessments with the professional network to support and promote engagement. Children's participation with disposals was based on facilitating engagement through adaptations to delivery, supported by consultation with managers. Exit planning was prioritised with children supported by statutory services or community groups which ensured sustainable support and integration into the community.

Delivery to support children's diverse needs was strong and inspectors saw multiple examples of exceptional adaptations to practice. This included the use of videos and guided discussions for a child with undiagnosed neurodiversity, and subsequently exploring their understanding and the impact of the intervention. In another example, interventions were delivered to a child with foetal alcohol syndrome while engaging in activities of interest to them to accommodate their learning style and create core memories associated with the topic.

Practice to keep children safe was effective. Interventions were reflective of identified safety needs, including peer relationships and influences, emotional regulation, and weapons awareness work. Specialist workers and services such as CAMHS, functional family therapy, the substance misuse service and exploitation team, were used to meet the needs of children and families. These included specialist workers expediting assessments for children, for example the CAMHS practitioner facilitated an attention deficit hyperactivity disorder (ADHD) assessment for a child within three months when current waiting times were 18 months. Engagement with specialist services facilitated exit planning and longer-term support for children. Shortfalls in delivery related to a lack of response to new or emerging concerns, or an insufficient response to the presenting risks or needs related to exploitation concerns.

Work to keep others safe was of high quality and characterised by the delivery of focused interventions to address harm-related behaviour, such as emotional regulation, weapons

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awareness, peer influences and exploitation. Groupwork interventions such as the Old Bailey No Knives, Better Lives and Street Doctors were evident and responsive to identified needs. Practitioners worked closely with other statutory agencies, in particular children's services, to mitigate the safety of others, which supported exit planning. There was evidence of specific work being undertaken with children to reduce the risk to actual and potential victims through victim awareness and impact sessions and letters of apology. However, there was evidence of planned sessions not being delivered and the consistent delivery of dedicated victim work needed strengthening.

3.4. Out-of-court disposal policy and provision



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

Good

We also inspected the quality of policy and provision in place for out-of-court disposals, using evidence from documents, meetings and interviews. Our key findings were as follows:

Strengths:

- Out-of-court disposal processes and practice were understood and followed by all partners involved in out-of-court disposal practice in Haringey YJS. There was a strong partnership commitment to child-first principles and diverting children from the youth justice system to prevent unnecessary criminalisation.
- There were clearly defined eligibility criteria for the referral to and use of out-of-court disposals, which were guided by the current National Police Chiefs Council child gravity matrix.
- Children subject to out-of-court disposals had equitable access to services and interventions as children subject to court disposals, which ensured that children's needs were met regardless of their disposal.
- Children subject to out-of-court disposals were subject to the same risk management and safeguarding processes, procedures and oversight as those subject to court orders.
- The child-first custody training and research pilot (ChiIRP) at Wood Green custody suite was a positive addition to diversionary activity in the borough.
- The multi-agency out-of-court disposal panel was well attended by a range of knowledgeable and experienced practitioners and managers who were committed to the appropriate diversion of children from the youth justice system.
- As part of the out-of-court disposals process, the Crown Prosecution Service youth lead provided legal guidance, which supported robust decision making on offences referred from courts, borderline offences in terms of charge, and in some knife or weapon related offences.
- Escalation processes appeared to be understood by staff and managers involved in the out-of-court disposal panel.
- Out-of-court disposal processes and practice were timely and robust from the point of referral to the joint decision-making panel, and then how they were administered once the disposal was agreed.
- Given the short nature of out-of-court disposals, the service had put in place an exit planning process which commenced from the start of the child's intervention. Inspectors saw evidence of this in many of the cases reviewed which resulted in sustainable support and activities for children.
- The YJS had taken a proactive response to the use of police-led street community resolutions, ensuring these children were reviewed by the out-of-court disposal panel and offered voluntary support via the Turnaround programme.

- Comprehensive and detailed monitoring and evaluation of out-of-court disposals took place through the use of performance data, quality assurance and auditing activity. This was used to inform, adapt and improve operational practice to support the effective diversion of children.
- Children were meaningfully involved in the evaluation and review of out-of-court disposal provision and practice, demonstrated by the 'You said, we did' participation session and the co-production of the Turnaround storyboard and resulting video.

Areas for improvement:

- The current out-of-court disposal governance documents provide a framework for out-of-court disposals practice. This would be strengthened by the development of a joint working protocol between the YJS and the Metropolitan Police, which comprehensively and cohesively combined all elements of out-of-court disposal operational practice, including roles and responsibilities. In addition, it would ensure appropriate governance arrangements and partnership commitment to the delivery, oversight and evaluation of out-of-court disposal practice in Haringey.
- The policy on escalations was limited and would be enhanced by greater detail on the process and involved parties. Additionally, escalation and decision making would be strengthened by the involvement of YJS senior leaders.
- The absence of Outcome 22 or a deferred prosecution option was contrary to the embedded commitment within the service and partnership to address disproportionality and overrepresented groups. Its introduction would strengthen out-of-court disposal practice and could assist in addressing the high levels of first-time entrants. The YJS had been proactive in their advocacy and challenge of the Metropolitan Police for a deferred prosecution option. At the time of the inspection, they were exploring other out-of-court disposal options with neighbouring boroughs to enhance operational practice and be more responsive to the needs of overrepresented groups.

4.1. Resettlement

4.1. Resettlement policy and provision



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

Good

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

Strengths:

- The resettlement policy was comprehensive and clearly detailed the expectations for practice when working with children in secure settings. It was grounded in up-to-date effective practice demonstrated by the links to constructive resettlement, identity theory, child-first principles and relationship-based practice.
- The policy guided partnership and YJS practice and was electronically accessible to all key partners. Resettlement practice was integrated into other key joint agency documents such as the joint working protocol with children's services. This demonstrated the partnership commitment and responsibility for children placed in the secure estate.
- Resettlement policy and practice had been effectively disseminated to staff and partners, and roles and responsibilities were understood.
- The policy emphasised early and effective planning to meet the resettlement needs of children.
- The head of service had an active role in overseeing the support, provision, and risk and safety management of children in the secure estate.
- The relatively low custody rates reflected the partnership commitment to reducing the use of custody. This was supported by a strong and trusted relationship with the court and credible, viable alternatives to custodial remands and sentences.
- Practice regarding the planning and provision of accommodation for children released from custody was strong. Practitioners worked closely with parents or carers or social workers to ensure children were aware of where they would be living on release. This included the use of RoTL (release on temporary licence) and retainer payments.
- There were well developed relationships between the YJS and children's services, particularly the young adult service, which supported effective resettlement practice.
- There was a proactive and collaborative response to resettlement planning, with a range of statutory and community sector partners.
- Operationally resettlement transitions to probation were facilitated by the seconded probation officer and were effective.

- The London accommodation pathfinder (LAP) was an effective resource for Haringey YJS, providing secure accommodation with embedded support workers and access to therapeutic intervention. This enabled young people to transition successfully from custody to the community with access to a range of opportunities.
- Staff were effective and responsive in meeting children's diverse needs in resettlement practice. Inspectors saw examples of culturally sensitive practice, including tenacious advocacy to meet children's needs in custody.
- The head of service had developed relationships with senior leaders in the secure estate and was able to raise concerns directly about children or practice.
- Staff engaged in resettlement work had access to specific training to support them in their roles.
- In the cases that we inspected, resettlement practice to keep children and others safe was robust and effective. This included practice with actual or potential victims. Victims were consulted, actions put in place to mitigate risk, licence conditions were appropriate, and information sharing was effective.
- The resettlement policy had recently been reviewed to make sure it reflected current legislation, research and effective practice.
- The service had undertaken specific audit and improvement activity which had enhanced resettlement and transitions practice.
- The partnership board were aware of custody and resettlement practice through the quarterly performance reporting and updates from the head of service on the children currently in custody, including any safeguarding concerns and actions taken. This was strengthened by a themed board meeting.
- The partnership board had taken a proactive stance on the oversight of custody and resettlement work, demonstrated by the joint visits undertaken by board members and staff to a number of secure estate providers.

Areas for improvement:

- The resettlement policy could be strengthened with more explicit reference to the impact of disproportionality, including how this is addressed and responded to.
- Policies governing resettlement practice did not specifically detail the safety of victims or working with the probation victim liaison officer (VLO) for children subject to custodial sentences of 12 months or more. Furthermore, joint work with the VLO was not evident in operational practice.
- Resettlement policy could be enhanced by considering transitions practice more broadly, including children moving between youth secure estate providers, transfers to the adult secure estate, and release involving licence supervision by probation.
- Evaluation and review of custody and resettlement practice could be enhanced by undertaking a 'journey of' exercise, paying particular attention to the diverse needs and protected characteristics of children, as well as engaging them and their parents and carers directly to describe their lived experience.

Further information

The following can be found on our website:

- [inspection data, including methodology and contextual facts about the YJS](#)
- [a glossary of terms used in this report.](#)