

## **AYM Survey of YOT Governance**

Members will recall that we launched an online survey in December asking about current governance arrangement for local YOT partnerships. The survey will help shape our contribution to the YJB's work to update its guidance, 'Modern Youth Offending Partnerships'.

We are grateful to the 48 colleagues who took the time to respond. We have posted the full results on our website together with a summary of the key findings.

Our evidence suggests there is a reduced sense of ownership of the YOT by the local authorities' partners. Some management boards are attended by agency representatives who have limited strategic influence with their home agency and limited engagement with the work of the YOT.

The concept of a pooled budget for the YOT appears to have little traction. 82% of YOT managers in our survey said they did not have access to a pot of pooled funding from which to pay their overheads or purchase or commission specialist services. It appears that, in the main, it is left to the local authority to provide the bulk of cost including office accommodation and management costs.

We asked about where the post of YOT manager sits within the overall structure of the employing agency. Over 70% of respondents said that they are placed at the fourth tier of a local authorities' structures and were typically described as 'heads of service'. Most of the outliers are at fifth tier, typically team or operational managers.

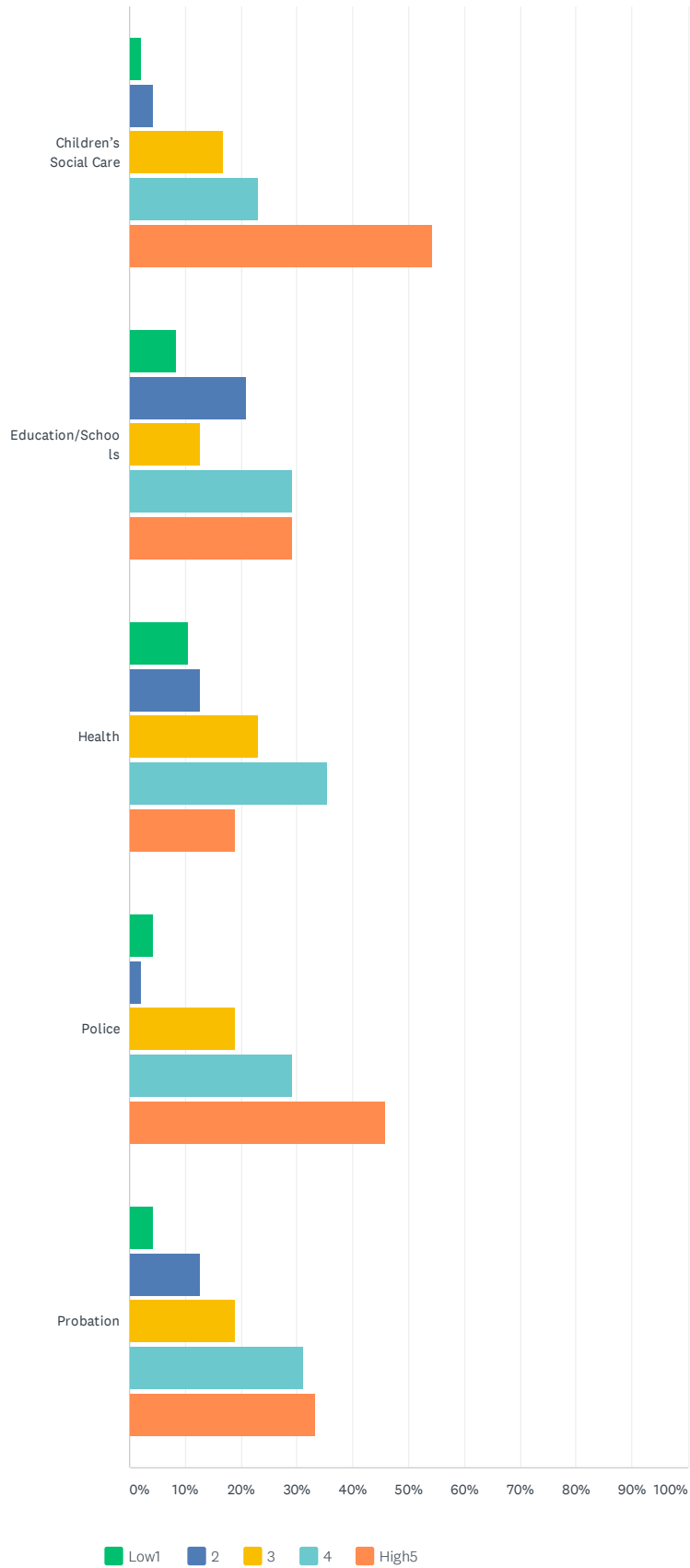
In most cases (53%) the appointment of a YOT manager continued to be seen as a key appointment by all members of the partnership. However, 47% of YOT managers who responded believed that their appointments were made 'by the local authority alone, and with no input from statutory partners'. There was a similar pattern of response to a question about decision-making on the overall structure of the YOT. Most respondents (55%) thought that such a decision would be made by the YOT's interagency management board although 45% answered that the decision to restructure the YOT would be made by the local authority without consultation with its partners.

We will share our submission to YJB with members once it is completed.

Q1 On a scale of 1-5 (where 5 is regularly attending board meetings and fully engaged with the work of the Board) how would you rate the attendance and engagement of representatives of the following statutory partner agencies:

Answered: 48 Skipped: 1

# Governance of Youth Offending Services



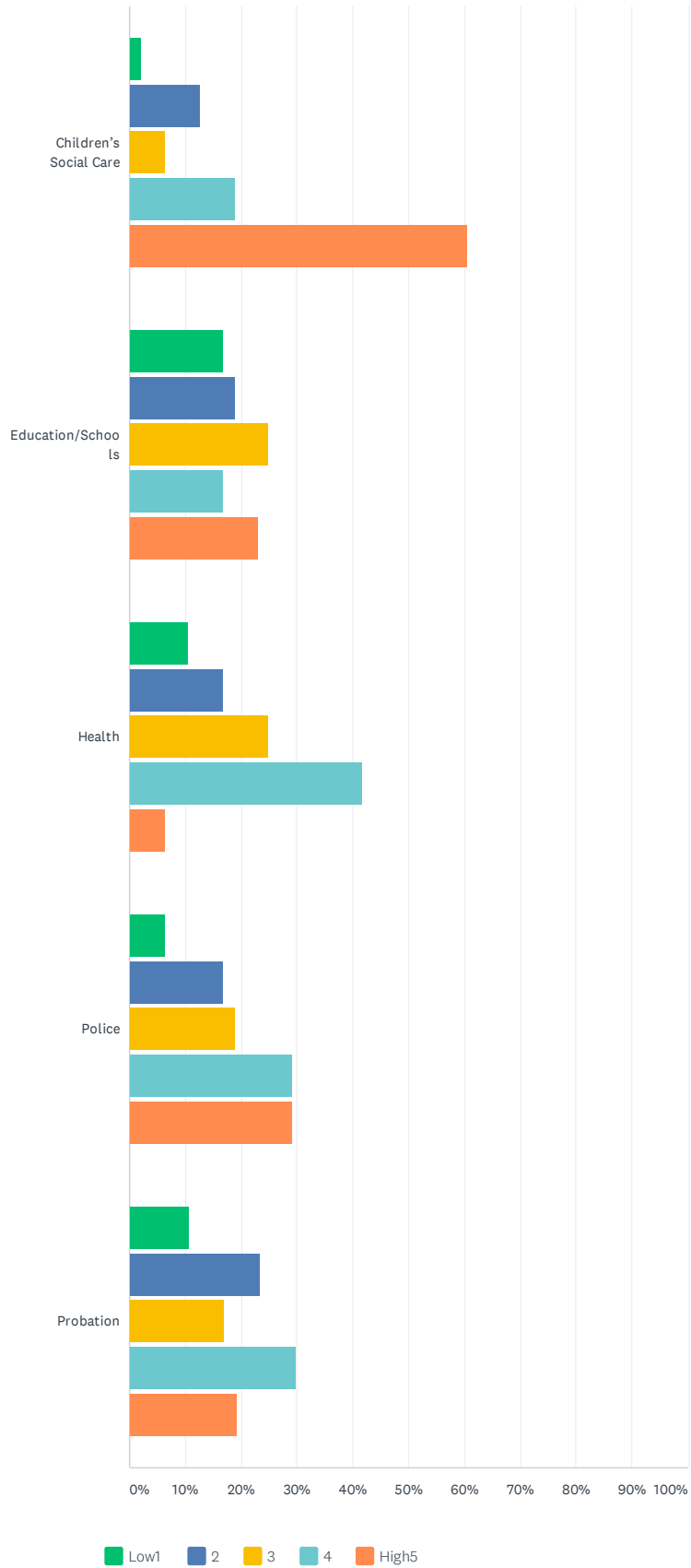
## Governance of Youth Offending Services

	LOW1	2	3	4	HIGH5	TOTAL	WEIGHTED AVERAGE
Children's Social Care	2.08% 1	4.17% 2	16.67% 8	22.92% 11	54.17% 26	48	4.23
Education/Schools	8.33% 4	20.83% 10	12.50% 6	29.17% 14	29.17% 14	48	3.50
Health	10.42% 5	12.50% 6	22.92% 11	35.42% 17	18.75% 9	48	3.40
Police	4.17% 2	2.08% 1	18.75% 9	29.17% 14	45.83% 22	48	4.10
Probation	4.17% 2	12.50% 6	18.75% 9	31.25% 15	33.33% 16	48	3.77

Q2 Also on a scale of 1-5, how would you rate the capacity of these board members to influence the strategic priorities of their agency in relation to preventing youth offending?

Answered: 48 Skipped: 1

# Governance of Youth Offending Services



## Governance of Youth Offending Services

	LOW1	2	3	4	HIGH5	TOTAL	WEIGHTED AVERAGE
Children's Social Care	2.08% 1	12.50% 6	6.25% 3	18.75% 9	60.42% 29	48	4.23
Education/Schools	16.67% 8	18.75% 9	25.00% 12	16.67% 8	22.92% 11	48	3.10
Health	10.42% 5	16.67% 8	25.00% 12	41.67% 20	6.25% 3	48	3.17
Police	6.25% 3	16.67% 8	18.75% 9	29.17% 14	29.17% 14	48	3.58
Probation	10.64% 5	23.40% 11	17.02% 8	29.79% 14	19.15% 9	47	3.23

# Governance of Youth Offending Services

## Q3 What is the financial contribution of statutory partners to the overall work of the YOT, expressed as a percentage of the overall budget and a percentage of whole time equivalent staff?

Answered: 34 Skipped: 15

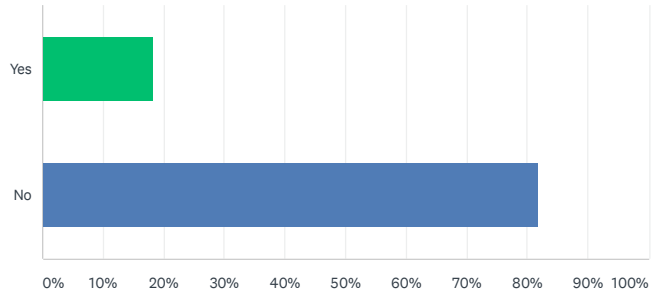
▲ We're sorry. We cannot display a chart for a question with this many options.

% of overall budget														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Children's Social Care	7.41% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3.70% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3.70% 1	0.00% 0	0.00% 0
Education/Schools	43.75% 7	6.25% 1	6.25% 1	12.50% 2	12.50% 2	6.25% 1	6.25% 1	0.00% 0	0.00% 0	6.25% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Health	11.11% 3	14.81% 4	14.81% 4	3.70% 1	22.22% 6	7.41% 2	3.70% 1	3.70% 1	0.00% 0	11.11% 3	0.00% 0	0.00% 0	0.00% 0	3.70% 1
Police	3.70% 1	3.70% 1	0.00% 0	14.81% 4	25.93% 7	3.70% 1	0.00% 0	0.00% 0	0.00% 0	29.63% 8	0.00% 0	0.00% 0	0.00% 0	3.70% 1
Probation	61.54% 16	11.54% 3	7.69% 2	7.69% 2	7.69% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3.85% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0
% of WTE staff														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Children's Social Care	14.29% 3	0.00% 0	0.00% 0	0.00% 0	9.52% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	4.76% 1	0.00% 0	0.00% 0	0.00% 0	4.76% 1
Education/Schools	30.43% 7	17.39% 4	21.74% 5	17.39% 4	8.70% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Health	6.67% 2	23.33% 7	23.33% 7	3.33% 1	6.67% 2	0.00% 0	0.00% 0	0.00% 0	3.33% 1	6.67% 2	0.00% 0	0.00% 0	0.00% 0	3.33% 1
Police	10.00% 3	13.33% 4	6.67% 2	16.67% 5	13.33% 4	6.67% 2	6.67% 2	6.67% 2	0.00% 0	6.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Probation	29.03% 9	29.03% 9	19.35% 6	0.00% 0	3.23% 1	3.23% 1	3.23% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0



Q4 Does the Management Board provide a pooled budget for the YOT to cover specific costs such as commissioning specialist services?

Answered: 44 Skipped: 5

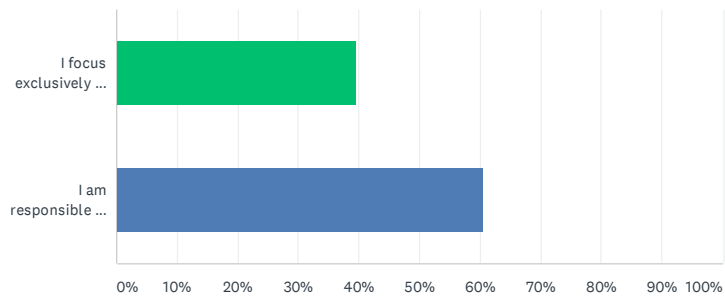


ANSWER CHOICES	RESPONSES	
Yes	18.18%	8
No	81.82%	36
<b>TOTAL</b>		<b>44</b>

#	ADD DETAILS IF NECESSARY...	DATE
1	There is a pooled budget and we can access for funding if required.	12/30/2019 10:12 AM
2	Jointly funded Speech and language therapist	12/9/2019 11:39 AM
3	Wasn't sure what WTE meant but the Trust does not second any social workers but we recruited 2 front lined social workers, a assistant team manager is social work trained and both the operational manager and head of service is social work trained. In respect of education no secondee but the post is 0.6fte (vacant for over 8 months). With the police there is a 0.8fte secondee and health contribution is secondees covering 0.1fte every 2 weeks - health, 0.6fte cahms (latter vacant over 1 year but supporting with a 1 day per week resource)	12/4/2019 10:07 AM

Q5 Do you, as the person identified as holding the statutory role of YOT Manager, hold responsibility for other areas of business within your organisation?

Answered: 38 Skipped: 11



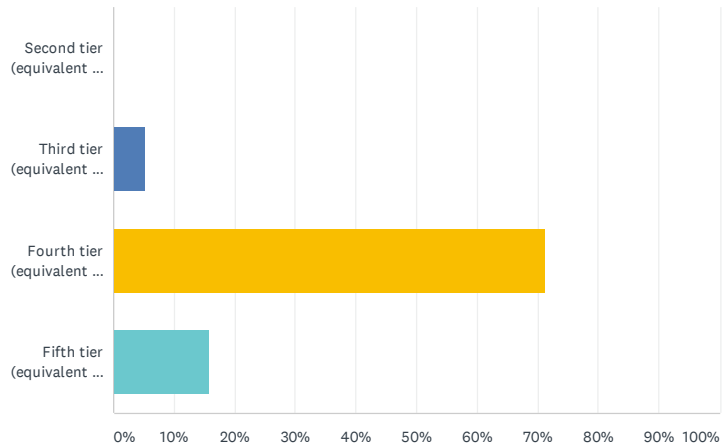
ANSWER CHOICES	RESPONSES	
I focus exclusively on oversight of youth justice services	39.47%	15
I am responsible for one or more additional services (please list/ briefly describe below)	60.53%	23
<b>TOTAL</b>		<b>38</b>

## Governance of Youth Offending Services

#	ADDITIONAL SERVICES...	DATE
1	Domestic Abuse Services Family Support Services Family Group Conferencing Specialist Services including, Operation Endeavour, Operation Encompass, CAF Co-ordination & Missing IRI co-ordination.	1/7/2020 11:43 AM
2	Targeted Early Help Services	1/7/2020 8:47 AM
3	I am also responsible for the statutory Youth Service and the targeted Information, Advice and Guidance service (previously known as Connexions) in the local authority.	1/6/2020 5:38 PM
4	Children in Care Leaving Care Disabled Children's Services	12/31/2019 1:10 PM
5	Residential Fostering and Adoption Corporate Parenting Board	12/30/2019 4:08 PM
6	I have responsibilities for Youth Services and PCC grant funding	12/23/2019 11:39 AM
7	However, i lead on a number of groups linked in with CSC but i feel this benefits the service on a more holistic approach ie safeguarding and effective practice group	12/20/2019 4:38 PM
8	Connexions, Youth Service, SENDIASS, Edge of Care service, which included, children missing from home care and education.	12/19/2019 3:46 PM
9	Early Help Services, Troubled Families Coordination	12/18/2019 3:33 PM
10	Emergency Duty Service, Flying Start service, Family Support Service	12/17/2019 11:58 AM
11	vulnerable adolescents	12/16/2019 4:24 PM
12	COVER TWO L.A'S FOR YJS	12/16/2019 4:19 PM
13	channel and LCC prevent duties, run task and finish groups that are multi agency to improve areas across children's, CCE	12/16/2019 4:10 PM
14	CAMHS Family Intervention project 0-5s Childrens Centres Targeted youth support Play and youth services	12/16/2019 3:46 PM
15	(context is that our YOS works across more than one local authority)	12/16/2019 9:18 AM
16	Senior Manager (responsible for YOT) is also responsible for Youth Services, Play Services, Families First Commissioning. However YOT Manager is designated as Operations Manager	12/16/2019 8:48 AM
17	Youth Service; Youth Engagement and progression Framework; Participation and Children's Rights	12/16/2019 8:45 AM
18	Family support (MST) and Substance misuse, but not responsible for O OCD	12/13/2019 3:12 PM
19	Early help services 0-5 years and 5-19 x 2 teams	12/11/2019 4:24 PM
20	children in care (temporary arrangement)	12/9/2019 12:09 PM
21	Early Help, Edge of Care and Child Exploitation	12/9/2019 11:41 AM
22	MST CAN but predominantly 95% YOS	12/6/2019 2:43 PM
23	Young people substance misuse service Troubled Families Programme Child Exploitation response	12/6/2019 2:39 PM
24	young persons drug and alcohol service & PREVENT for the LA	12/4/2019 3:34 PM
25	There is however a push to pick up social care areas such as strategy meetings and a current view that social care should be prioritised with questioning around YOTs being a criminal justice organisation as outlined in the crime and disorder act.	12/4/2019 10:16 AM
26	Detached and outreach services (linked with serious youth violence and child exploitation) Targeted Prevention Team - responsibility for NEET cohort in the borough	12/4/2019 9:52 AM
27	Complex safeguarding Hub	12/3/2019 12:57 PM

Q6 With the Chief Executive/Chief Officer described as holding the top tier role in your organisation, at which tier is the role of YOT manager?

Answered: 38 Skipped: 11

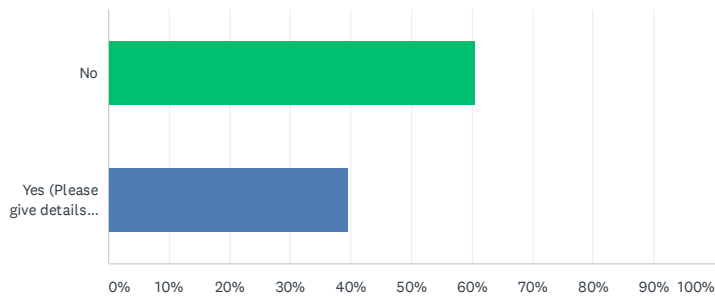


ANSWER CHOICES	RESPONSES
Second tier (equivalent to e.g. Director/ DCS)	0.00% 0
Third tier (equivalent to e.g. Deputy Director)	5.26% 2
Fourth tier (equivalent to e.g. Head of Service)	71.05% 27
Fifth tier (equivalent to e.g. Team Manager)	15.79% 6
<b>TOTAL</b>	<b>38</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	we have head of service prevention and early help but then the YOT manager is service manager so have picked fourth tier but in our LA it sits between both fourth and fifth	12/20/2019 4:38 PM
2	We call HOS - Service Manager and Deputy Director HOS.	12/19/2019 9:00 PM
3	This is about to change and will be Tier 5 from 31.03.20	12/17/2019 11:58 AM
4	SERVICE MANAGER	12/16/2019 4:19 PM
5	sevrce manager which is between head of service and team manager	12/16/2019 4:10 PM
6	principal Officer level	12/16/2019 11:47 AM
7	Senior Manager would be third teir	12/16/2019 8:48 AM
8	Service Manager	12/11/2019 4:24 PM
9	Significantly above team manager but level below Head of Service	12/6/2019 2:43 PM
10	There are also still queries around the strategic role with social care managers of the view that they can 'talk/decide for the YOT'	12/4/2019 10:16 AM

Q7 Do you, as the YOT Manager chair any governance groups dealing with broader issues such as a local criminal justice board, or groups dealing with issues such as child criminal exploitation or domestic abuse?

Answered: 38 Skipped: 11

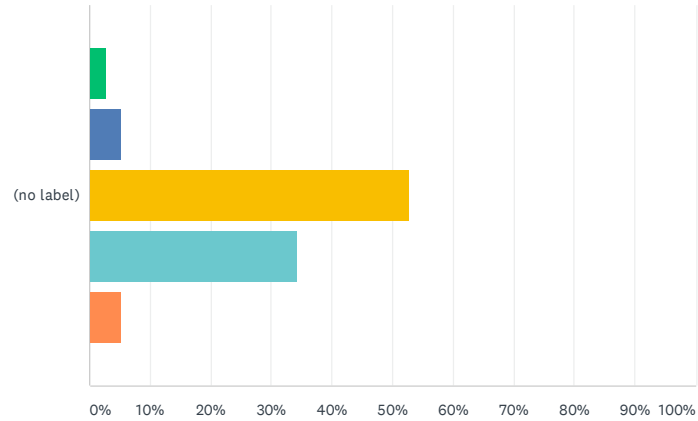


ANSWER CHOICES	RESPONSES	
No	60.53%	23
Yes (Please give details below)	39.47%	15
<b>TOTAL</b>		<b>38</b>

#	PLEASE GIVE DETAILS...	DATE
1	Have previously chaired Channel for 18 months	12/20/2019 4:38 PM
2	However my direct Line Manager does and there is an expectation on deputising when she is not around - the meeting is called CAP Complex Adolescence Panel which screens and monitors MACE and looks at CSE.	12/19/2019 9:00 PM
3	Substance Misuse, Resettlement Consortium, L&D Board,	12/19/2019 5:30 PM
4	Chair of the youth violence and CCE panel. Chair of the Early Help Exec. Member of reducing reoffending board, safer notts board, MAPPA steering group	12/18/2019 3:33 PM
5	child exploitation	12/16/2019 4:24 PM
6	EXPLOITATION	12/16/2019 4:19 PM
7	Chair Child Criminal Exploitation Panel Job share HOS - chairs Channel panel	12/16/2019 3:46 PM
8	I chair better futures- multiagency partnership for therapeutic intervention for young people experiencing or at risk of HSB, CSE. CSA. I am vice chair of the contextualised risk panel for the authority.	12/16/2019 11:47 AM
9	Child Exploitation Tactical Group (safeguarding children's partnership sub-group) Reducing Reoffending Strategy Group (criminal justice board sub-group) Reducing youth police custody detentions group Reducing criminalisation of children in care group	12/16/2019 9:18 AM
10	Chair Executive Delivery Group, Missing, Exploited and Trafficked Panel and Knife Crime Task Group	12/16/2019 8:48 AM
11	GRV	12/9/2019 11:41 AM
12	CSP Reducing Youth Offending Priority Group	12/9/2019 9:37 AM
13	Subgroup of MCJB for youth performance, do not chair over governance groups but am required to sit on strategic groups for several matters such as CE, contextual safeguarding, signs of safety, Thresholds/policy and practice for LSCP	12/6/2019 2:43 PM
14	I Chair the CARE group - a subgroup of the safeguarding board (Children at Risk of Exploitation) & am Channel Chair for Adults and Children in the LA	12/4/2019 3:34 PM
15	Vice Chair for Prevent.	12/4/2019 10:16 AM
16	Complex Safeguarding	12/3/2019 12:57 PM

Q8 To what extent do you feel that the YOT Manager is in a position to influence key decisions in the local strategic environment?

Answered: 38 Skipped: 11



■ Not at all1 
 ■ 2 
 ■ 3 
 ■ 4 
 ■ Very much5

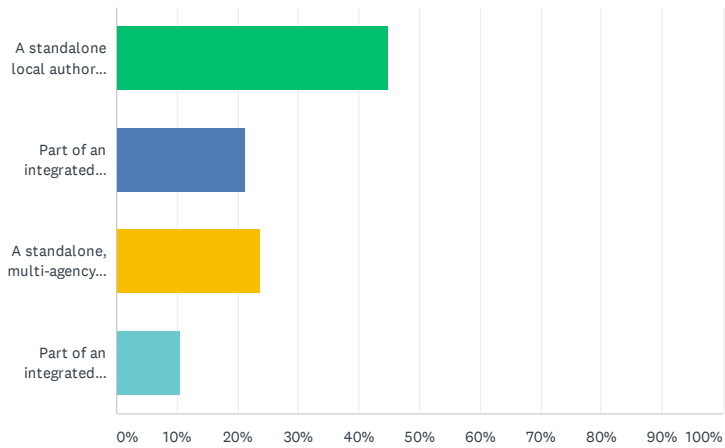
	NOT AT ALL1	2	3	4	VERY MUCH5	TOTAL	WEIGHTED AVERAGE
(no label)	2.63%	5.26%	52.63%	34.21%	5.26%		
	1	2	20	13	2	38	3.34

## Governance of Youth Offending Services

#	WHAT, IF ANYTHING, WOULD HELP IMPROVE THE LEVEL OF INFLUENCE:	DATE
1	Raising the strategic profile of YOT. Increasingly it is viewed as an operational team	17/2020 8:47 AM
2	The local authority sees the YOT as a reactive service, ie dealing with young people when they have offended. The focus, resources and effort has placed on Children Social Care and early help.	1/6/2020 5:38 PM
3	Board level improvements	12/20/2019 4:38 PM
4	I think if the role was located at tier 3, greater influence could more easily be achieved	12/20/2019 8:38 AM
5	I am very new to the role and therefore relationships are being made. The previous YOS Manager was very well established having been in post for twenty years.	12/19/2019 9:00 PM
6	good links with DCS Children's Trust and CSP	12/19/2019 5:30 PM
7	Status	12/19/2019 3:46 PM
8	Existing guidance need to be reinforced by YJB and HMIP	12/17/2019 11:58 AM
9	partnership board being able to influence would support the YOT Manager	12/16/2019 4:24 PM
10	stronger strategic buy in by Board and ensuring they represent youth justice in other arenas Stronger capacity of some board members to challenge Chief officer firm views Consistent representation	12/16/2019 3:46 PM
11	I think my influence relates partly to time spent building relationships with key people, leading multi-agency work and promoting the YOS rather than being intrinsic to the YOS Manager role. This was easier before the local safeguarding children's boards were disbanded; strategic decisions in this arena are now taken behind closed doors. There is also a local issue with the rapid turnover of senior leaders which means you have to keep starting again in building relationships with them and making the case for things that had already been agreed or understood. I think there is also an issue about the balance of power on the YOS Board since the local authorities are the ones putting in the resources and calling the shots. And the move to a national probation service has stripped authority from the heads of probation areas - they seem to have little discretion for making decisions now or responding to local issues.	12/16/2019 9:18 AM
12	re-definition of role and its strategic importance. YOTs are small, so our voice can get overlooked. There is therefore a need to develop really strong links with key partners.	12/16/2019 8:45 AM
13	Seniority, money, greater importance in the expectations from HMG	12/13/2019 3:12 PM
14	Better understanding of knowledge of YOS Manager-not seen as important as social care managers	12/11/2019 4:24 PM
15	Reinstate the head of service level and increase the reporting to Directors so not at reduced levels of reporting which has happened over the years	12/6/2019 2:43 PM
16	Youth Justice having more 'visibility' within the local partnership.	12/4/2019 3:34 PM
17	Reiteration of the strategic role of the YOT manager and the arenas they should be involved in. Reiteration that the YOT is a separate criminal justice entity although it will work systemically or holistically. Representations/reminders from the YJB in respect of the role of the YOT Manager	12/4/2019 10:16 AM
18	youth justice having higher profile and greater buy in from YOT Management Board members in terms of seeing their role as being part of solution rather than holding YOT and YOT manager to account. I undertake a great deal of analysis of our performance and key themes and these are discussed but the proposed recommendations for the partnership are rarely taken forward.	12/4/2019 9:52 AM

Q9 Which of the following is the best description of the YOT in your area:

Answered: 38 Skipped: 11



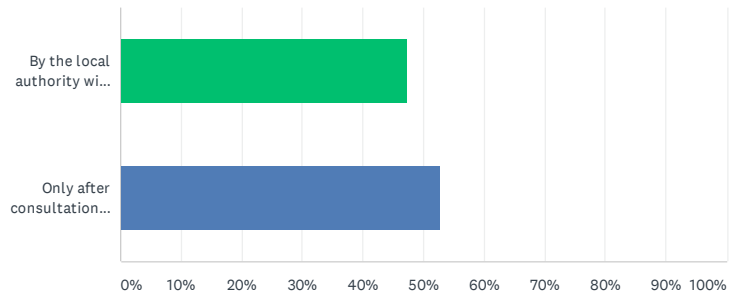
ANSWER CHOICES	RESPONSES
A standalone local authority service to which statutory partners make a contribution	44.74% 17
Part of an integrated local authority youth support service	21.05% 8
A standalone, multi-agency partnership	23.68% 9
Part of an integrated multi agency response to preventing offending	10.53% 4
<b>TOTAL</b>	<b>38</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	COVER 2 LA'S	12/16/2019 4:21 PM
2	but within Early Help and Prevention services	12/16/2019 4:11 PM
3	We do have embedded health and have retained seconded staff other YOTs have lost	12/6/2019 2:45 PM
4	Boxed ticked is the best way to describe although we currently come under a Trust.	12/4/2019 10:21 AM



Q10 Is the YOT Manager's appointment a decision made...

Answered: 38 Skipped: 11

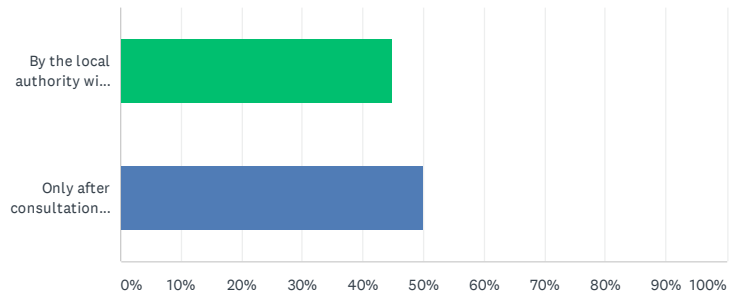


ANSWER CHOICES	RESPONSES	
By the local authority with no input from statutory YOT partners	47.37%	18
Only after consultation with YOT partners	52.63%	20
<b>TOTAL</b>		<b>38</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	i think it has had partens as part of interveiw panel previously, I am interim due to an unexpected retirement and will be out to advert shortly - I will then know the way this will be done in the future	12/20/2019 4:40 PM
2	multiagency participation in recrutemnt process	12/20/2019 8:39 AM
3	Partners sit on interview panel.	12/19/2019 9:02 PM
4	The panel was made up of police and CYPS lead.	12/17/2019 2:45 PM
5	I was appointed by a panel of strategic leaders from YOS partners	12/16/2019 9:20 AM
6	multi agency recruitment panel from stat board partners	12/6/2019 2:45 PM
7	Can only go by when I was recruited approximately 19 years ago although guess would now be a Trust decision.	12/4/2019 10:21 AM

Q11 Is a decision to restructure the YOT a decision made...

Answered: 38 Skipped: 11

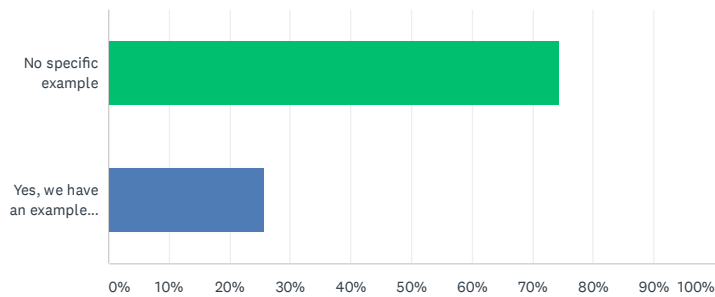


ANSWER CHOICES	RESPONSES	
By the local authority with no input from statutory YOT partners	44.74%	17
Only after consultation with YOT partners	50.00%	19
<b>TOTAL</b>		<b>38</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	going forward this is likley to change	12/20/2019 4:40 PM
2	partners are informed of the restructure prior to its occurring	12/20/2019 8:39 AM
3	Usually done internally.	12/19/2019 9:02 PM
4	Unsure as I have not been here that long.	12/17/2019 2:45 PM
5	It's debatable. I think the answer is probably that the local authorities would make the decisions, would seek support but would do it anyway if other partners did not support it (eg possible imminent decision to end our cross-local authority partnership)	12/16/2019 9:20 AM
6	Partners tend to cut contributions and LA has to respond	12/6/2019 2:45 PM
7	Ticked the first box as consultation is pushed by YOT Manager however Trust tends to work to what they want, sometime changing wording of restructure to transformation.	12/4/2019 10:21 AM

Q12 Could you tell us about an example of effective YOT governance in your area which you would be willing to see included in national guidance?

Answered: 35 Skipped: 14

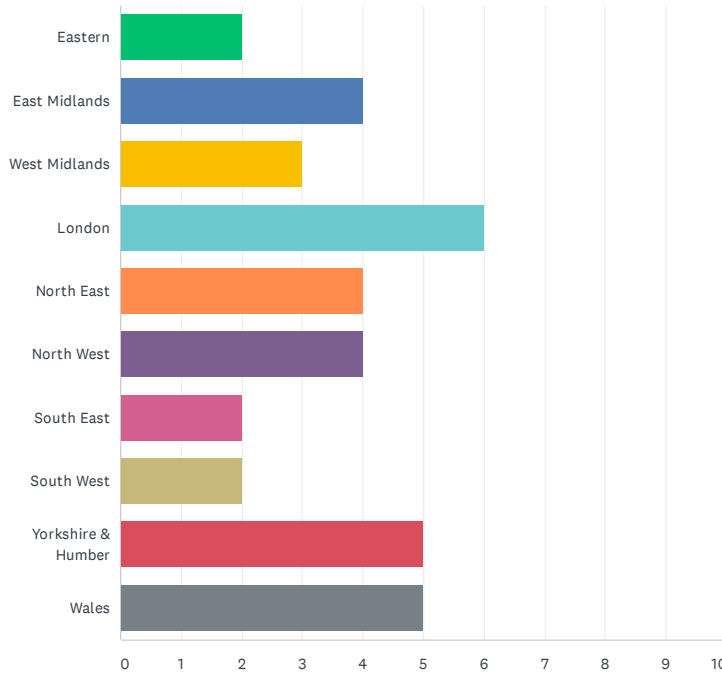


ANSWER CHOICES	RESPONSES
No specific example	74.29% 26
Yes, we have an example which we would happy to discuss further	25.71% 9
<b>TOTAL</b>	<b>35</b>

#	PLEASE PROVIDE CONTACT DETAILS FOR A DISCUSSION IF YOU ANSWERED "YES":	DATE
1	Volunteers as Governance Board members. Young People and/or parents/carers attending Board meetings.	1/7/2020 11:46 AM
2	Effective Board arrangements which I'd be happy to discuss	12/31/2019 1:13 PM
3	using the Director children's services as Board chair ensures that the board views the child first in any board decision making	12/20/2019 8:40 AM
4	IOM arrangements	12/19/2019 9:03 PM
5	Multi Agency Learning Audits with contribution from YOT board members.	12/18/2019 3:35 PM
6	Board member induction manual	12/17/2019 10:07 AM
7	I AM NEW IN POST AND CURRENTLY WORKING TO REVIEW THE OUTDATED MOU AND REVIEWING THE MEMBERSHIP WITH OVERSIGHT OF WHAT IS EXPECTED FROM GOVERNANCE IN LINE WITH THEMES FROM RECENT HMIP INSPECTIONS	12/16/2019 4:22 PM
8	police tracker and safeguarding audit.	12/16/2019 11:48 AM
9	GRV	12/9/2019 11:42 AM
10	Not specifically governance, however we are a 4 LA joint YJS located slightly arms length from the LAs in the OPCC. If there is any interest in the model very happy to discuss further. Keith Barham - keith.barham.wmyjs@westmercia.pnn.police.uk	12/9/2019 9:41 AM
11	We have for about 5 years had the Police as the Board Chair, we now have the CCG as Chair which I think removes ownership / dominance/ direction from LA but also responds to emerging needs and issues. This was also recognised when we got the quality lead for SEND as well as the embedded health and well being team within the service	12/6/2019 2:47 PM
12	I believe the importance of multi-agency/multi-disciplinary roles within YOTs need to be re-emphasised and pushed (along with secondments) as this has helped YOTs succeed over the years. What seems to be happening is although this is recognised and recreated by others where the YOT is concerned, and maybe due to a reduction in numbers, staffing is being reduced to the point that this make up is no longer evident or possible which consequently puts pressure on maintaining the past successes.	12/4/2019 10:25 AM

Q13 In which region is your YOT located (or is it in Wales)?

Answered: 37 Skipped: 12



ANSWER CHOICES	RESPONSES	
Eastern	5.41%	2
East Midlands	10.81%	4
West Midlands	8.11%	3
London	16.22%	6
North East	10.81%	4
North West	10.81%	4
South East	5.41%	2
South West	5.41%	2
Yorkshire & Humber	13.51%	5
Wales	13.51%	5
<b>TOTAL</b>		<b>37</b>