

An inspection of youth offending services in

Hounslow

HM Inspectorate of Probation

JANUARY 2019

This inspection was led by HM Inspector Pauline Burke, supported by a team of inspectors, as well as staff from our operations and research teams. The Head of Youth Offending Team Inspections, responsible for this inspection programme, is Alan MacDonald. We would like to thank all those who helped plan and took part in the inspection; without their help and cooperation, the inspection would not have been possible.

Please note that throughout the report, the names in the practice examples have been changed to protect the individual's identity.

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1 Bridge Street West
Manchester
M3 3FX

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Foreword

This inspection is part of our programme of youth offending service inspections. As planned, we have inspected and rated Hounslow Youth Offending Service (YOS) across three broad areas: the arrangements for organisational delivery first, and then the quality of court disposals work, and out-of-court disposals work.

We have given Hounslow YOS an overall rating of 'Good'. Our inspection found that most areas of practice are good, with some aspects being outstanding and one area requiring improvement.

The Management Board provides a strategic vision for the service and there is strong partnership working, albeit the organisation could make much better use of its management information, to help deliver that vision. It does get feedback on service delivery through its children and young people's participation group, but a good understanding of what management information is showing is important. It should show for example, one of our findings on inspection: the service needs to improve its performance with regards to education, training and employment for young people aged 16 and above.

Each case depends on good assessment, and this YOT is outstanding at assessment in court disposal cases, and good at the planning work that follows on from assessment. Work on out-of-court disposals is good as well, and a full assessment (including screening by specialist workers) is completed in every case. This enables the multi-agency joint decision-making panel to agree the appropriate intervention to meet the needs of the child or young person. We were impressed as well with the range of partnership staff in the service to meet the needs of children and young people, and their families.

There is nevertheless room for improvement. There is a variety of programmes, but not all interventions follow recommended guidance with regards to co-working, and this is especially relevant when working with cases involving harmful sexual behaviour. The service's approach to compliance is also inconsistent, and the YOS could do much more to truly engage those under its supervision.

The recommendations in this report have been designed to assist Hounslow YOS to build on its strengths and focus on areas for improvement.



Dame Glenys Stacey
Chief Inspector of Probation

Overall findings

Overall, Hounslow YOS is rated as: **Good**. This rating has been determined by inspecting the youth offending service in three domains of their work. The findings in those domains are described below.

	Organisational delivery
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Our key findings about organisational delivery are as follows:

- The Management Board is well chaired and sets the vision and strategy for the YOS, although there is limited interaction between the Board, the management team and frontline staff.
- The process for out-of-court disposals is good and a full assessment is completed for all children, including screening for specialist services.
- There is an extensive range of partnership staff in the service to meet the needs of the children and young people, and their families.
- There is a children and young people's participation group which enables feedback on service delivery.
- The delivery of intervention programmes is variable, as harmful sexual behaviour cases are not always co-worked and there are limited restorative justice interventions.
- The proportion of children older than 16 years receiving suitable education, training and employment provision is low.
- The service's approach to compliance and breach is inconsistent.
- Management information is not used effectively to steer the direction and operational priorities of the service.

	Court disposals
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Our key findings about court disposals are as follows:

- The quality of assessments is outstanding in terms of assessing desistance, safety and wellbeing, and risk of harm. Planning reflects the relevant factors in the assessment.
- The multi-agency high risk panel arrangements are effective.
- Exit strategies are well planned, and focus on the ongoing needs of the child or young person.
- The views of the child or young person, and their parents or carers, and information from other agencies are not considered in all cases.

- There is no multi-agency meeting to manage safety and wellbeing, and planning in this area is not as good as that for desistance and risk of harm to others.
- Planning to address any specific concerns and risks related to actual and potential victims is not considered in every relevant case.
- Not all case managers are focused on maintaining an effective working relationship with the child or young person by considering their motivation and engagement levels.



Out-of-court disposals

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

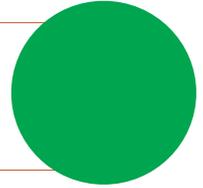
- A full AssetPlus assessment is completed, which includes screening by specialist workers to identify the needs of the child or young person at the earliest stage.
- Assessments regarding a child or young person's safety and wellbeing are outstanding.
- The multi-agency joint decision-making panel receives a comprehensive assessment, which helps to inform the rationale for the decision-making process, ensuring that the disposal meets the needs of the child or young person.
- The service provides a number of relevant group work programmes and has access to a variety of specialist workers for all cases.
- Joint working with the police and other agencies is outstanding, with information being shared in a timely manner.
- Contingency arrangements are not always evident in managing risk of harm to others.
- Case managers need to give more attention to the wishes and needs of victims, especially at the planning stage.

Service: Hounslow Youth Offending Service

Fieldwork started: November 2018

Overall rating

Good



1. Organisational delivery

1.1	Governance and leadership	Good	
1.2	Staff	Good	
1.3	Partnerships and services	Good	
1.4	Information and facilities	Requires improvement	

2. Court disposals

2.1	Assessment	Outstanding	
2.2	Planning	Good	
2.3	Implementation and delivery	Good	
2.4	Reviewing	Good	

3. Out-of-court disposals

3.1	Assessment	Good	
3.2	Planning	Good	
3.3	Implementation and delivery	Good	
3.4	Joint working	Outstanding	

Recommendations

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

The Youth Crime Management Board should:

1. make more effective use of management information to steer the direction and operational priorities of the service, in particular to evaluate outcomes for children and their families
2. analyse the YOS performance data on education, training and employment for young people aged 16 and above, and make sure individuals have the opportunity to engage, and that suitable provision is available for them.

The YOS Manager should:

3. review the service's approach to compliance, so that case managers prioritise motivating and engaging the child or young person within their working relationships
4. make sure that harmful sexual behaviour interventions follow the recommended guidance for co-working cases.

Introduction

Youth Offending Services (YOSs) supervise 10-18-year-olds who have been sentenced by a court, or who have come to the attention of the police because of their offending behaviour but have not been charged – instead, they were dealt with out of court. HMI Probation inspects both these aspects of youth offending services.

YOSs are statutory partnerships, and they are multi-disciplinary, to deal with the needs of the whole child. They are required to have staff from local authority social care and education, the police, the National Probation Service and local health services.¹ Most YOSs are based within local authorities, although this can vary.

YOS work is governed and shaped by a range of legislation and guidance specific to the youth justice sector (such as the National Standards for Youth Justice) or else applicable across the criminal justice sector (for example, Multi-Agency Public Protection Arrangements guidance). The Youth Justice Board (YJB) for England and Wales provides some funding to YOSs. It also monitors their performance and issues guidance to them about how things are to be done.

Hounslow is a large commercial town and district in West London, and is the administrative centre of the London Borough of Hounslow. The town incorporates the villages and districts of Hounslow West, Heston and Cranford. It is a diverse borough, where over 50 per cent of school children have English as their second language. Areas of the borough are deprived, with 12 wards being ranked among the 20 per cent most deprived areas in London. Further, 29 per cent of children in the borough are regarded as living in poverty. Hounslow is also a borough with a large percentage of young people, with a quarter of the population below the age of 19 years.

The role of HM Inspectorate of Probation

Her Majesty's Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We provide assurance on the effectiveness of work with adults and children who have offended, to implement orders of the court, reduce reoffending, protect the public and safeguard the vulnerable. We inspect these services and publish inspection reports. We highlight good and poor practice, and use our data and information to encourage good-quality services. We are independent of government, and speak independently.

HM Inspectorate of Probation standards

The standards against which we inspect are based on established models and frameworks, which are grounded in evidence, learning and experience. These standards are designed to drive improvements in the quality of work with people who have offended.²

¹ The *Crime and Disorder Act 1998* set out the arrangements for local YOTs and partnership working.

² HMI Probation. (March 2018). *Standards for inspecting probation services*
<https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

Key facts

**First-time entrant rate
per 100,000**³

396

Hounslow YOS

273

Average for
England and Wales

Reoffending rates⁴

38.4%

Hounslow YOS

41.6%

Average for
England and Wales

Caseload information⁵

Age

Hounslow YOS
National average

10-14

19%
24%

15-17

81%
76%

Race/ethnicity

Hounslow YOS
National average

White

52%
73%

Black and minority ethnic

48%
24%

Gender

Hounslow YOS
National average

Male

80%
83%

Female

20%
17%



Crime rates⁶

Total recorded crime
(rate per 1,000
households)

92.9

Metropolitan
Police

84.7

England and Wales

³ First-time entrants, April 2017 to March 2018, Youth Justice Board (YJB).

⁴ Proven reoffending statistics, January 2016 to December 2016, Ministry of Justice, (July 2018).

⁵ Youth Justice annual statistics: 2016 to 2017, YJB, (January 2018).

⁶ Crime in England and Wales, Table P3 Office for National Statistics, (October 2018).



1. Organisational delivery

Organisations that are well led and well managed are more likely to achieve their aims. We inspect against four standards

1.1 Governance and leadership	Good
The governance and leadership of the YOT supports and promotes the delivery of a high-quality, personalised and responsive service for all children and young people.	

In Hounslow YOS, the Management Board is called the Youth Crime Management Board and is chaired by the Executive Director, Children’s Health and Adult Services. The Chair has been in role for four years and is deputised by the Director of Children’s Safeguarding and Specialist Services when unavailable. Both are knowledgeable about the work of the YOS, have a good understanding of the partnership arrangements and represent the service on other strategic boards.

The Board has improved substantially over the past four years, and this is attributed to improved chairing of the meeting, which has brought clarity, focus and strengthened attendance from partners. It includes all statutory partners as well as some non-statutory partners; for example, the Chair of the Youth Court Bench. Attendance from education and probation partners has, however, been sporadic over the past year. This is relevant, given that the YOS performance with regard to education, training and employment (ETE) needs to improve.

The Board sets the vision and strategy for the YOS, and there is a strategic plan in place for 2018-2019. The vision includes provision for a trauma-informed approach to working with children and young people, although this is still in its early stages.

The YOS intends to access the Rescue and Response project to address county lines, and the Protecting and Empowering Against Child Exploitation (PEACE) programme, which encompasses trauma-informed principles. PEACE is a multi-agency project that develops a local model for contextual safeguarding, and one of its aims is to reduce the number of children entering the criminal justice system.

One of the priorities of the YOS is prevention, with the aim to deliver interventions at the lowest level, by the right partner agency, in a swift and timely way. This has been the key driver for the out-of-court disposal process and the multi-agency Early Help Access to Interventions Panel. There is a clear focus on prevention work, including a multi-agency holistic approach to family work, which is driving the development of the service.

There is limited evidence that the Board members ensure that the specific needs of children known to the YOS are considered within their own area of work for example, provision of ETE for post 16-year olds. There are no targets set for partners, to evidence how their own agencies might have an impact on offending and/or meet the needs of young people who are either at risk of offending or are already known to the YOS.

The commissioning of the counselling service was a direct result of a Board member realising that children known to the YOS were not accessing the service externally.

The YOS now has a counsellor situated within the service, which is a positive addition.

The process for out-of-court disposals is good and a full assessment is completed for all children, including screening for specialist services, which includes substance misuse and mental health. There is a range of disposals available, including no further action, diversion, youth caution and youth conditional caution. The implications and conditions of each of the disposals available is clearly explained to the child or young person, and their parents or carers.

Eligibility for diversion is determined by the seriousness of the offence and information submitted by partners, including the police, who provide a five-year intelligence portfolio for both the child and their family. Information gathered from children's social care, health and education providers, as well as from the victim's perspective, is considered. This is collated using the AssetPlus assessment and presented to the multi-agency joint decision-making panel. As the assessment will already have been completed, it allows for bespoke interventions to be put into place in a timely manner. Presently, there is no scrutiny panel for out-of-court disposals, although there is an intention to set one up.

The service has Multi-Agency Public Protection Arrangements (MAPPA) in place for high risk of harm cases, and Multi-Agency Risk Assessment Conference (MARAC) arrangements for cases involving domestic abuse. There are links with the multi-agency safeguarding hub, where a YOS operational manager is based one day per week, and the multi-agency exploitation panel. The head of service is a member of the Local Safeguarding Children Board (LSCB) and the Community Safety Partnership, which leads on the knife crime action plan.

There is an extensive range of partnership staff in the service, which includes substance misuse workers, mental health workers, a counsellor, a speech and language therapist, police officers and a probation officer.

The YOS provides a prevention service and is involved with the multi-agency Early Help Access to Interventions Panel, which ensures that provision meets the needs of families, children and young people. Partner agencies make referrals to the YOS based on criminality within the family, concerns regarding offending, and antisocial behaviour.

The intention is that any referrals relating to safeguarding concerns are sent to children's services. Some YOS referrals have, however, included these concerns. The YOS should be satisfied that the referral is suitable and includes criminogenic factors; otherwise, it may be best placed with the children's services Families First and Intensive Support service. Importantly, as the YOS focuses on expanding its prevention offer, it needs to ensure that the quality of provision and engagement of those already in the youth justice system continues to be good.

The head of service is the main link between the Board and the management team, although some managers attend Board meetings when presenting a specific agenda item. The staff survey (36 completed) shows that 58 per cent of staff are not aware of the Management Board activities. Therefore, interaction between the Board, the management team and frontline staff needs to improve, so that everyone understands the priorities for the service, and how this influences operational delivery.

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

Staffing levels within the YOS are appropriate and there is a duty system to maintain delivery of services when there are periods of staff absences. In the survey, 68 per cent of staff said that they are comfortable with their workload or caseload.

Managers have implemented a case allocation system, although not all case managers have experienced its benefit yet because of their disproportionately high caseloads. Motivation within the staff group is high and there is a keenness to explore new ways of working.

There is evidence of access to training, which is supported and encouraged. The service has monthly learning and development sessions, with mandatory attendance. The topic and facilitation of the session are chosen by staff, but there is no specific training plan that links the vision for the YOS to the development of staff to meet service priorities.

Staff receive regular supervision, and annual appraisals are completed and reviewed. Seconded staff receive supervision from their home agency, which completes an appraisal, as well as receiving supervision from their YOS line manager. There is an induction process for new staff, and there are procedures for addressing staff competency.

The service has developed its own progression structure for YOS officers. This allows them to progress through three different pay levels after showing evidence that they have met specific competencies. Staff report receiving praise for pieces of work, and 'good news' is an agenda item on team meetings. There is a council reward system, and YOS staff can make nominations.

Service volunteers stated that they had received an adequate induction and that their training needs are met. They have completed both restorative justice and safeguarding training, have regular meetings with managers and feel well supported and valued. Panel members reported, however, that they had raised with managers that there are not always two of them at the panel, which contravenes guidance, and that panel reports are not always received ahead of panel meetings.

The role of the case manager is not consistent across the service. Some practitioners focus on building the relationship with the child, whereas others coordinate services for the child and refer on to other partners. Similarly, there is inconsistent practice regarding harmful sexual behaviour cases. Assessments are allocated to Assessment Intervention Moving on 2 (AIM2) trained staff but they are not always worked jointly with another practitioner, and therefore a case manager can find themselves completing both the assessment and the interventions on their own. It was reported that this is due to staff capacity issues, but supervising these cases in this way is not good practice.

Managers are trained in AIM2 effective supervision, and there is a lead practitioner for this area of work. Children's social care services are developing a protocol regarding harmful sexual behaviour, and how cases involving these issues should be worked with, as the aim is to develop joint working across services.

In the past few years, the provision of restorative justice and victim work has reduced, and the availability of restorative justice interventions are limited. It is not clear how victims' needs and wishes are being met. Sessional workers are employed by the service to undertake reparation work with children and young people, although it is reported that, owing to capacity issues, reparation sessions have been cancelled in the past.

Staff felt that there is a culture of accountability within the service, and the quality assurance processes are thorough. Of the cases reviewed, 89 per cent had appropriate management oversight that met the needs of the case. All managers are responsible for quality assuring work and, intermittently, they complete a thematic exercise to ensure that staff receive consistent feedback regarding similar issues.

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

Management performance reports are provided for the Board, and these include a mixture of local and national indicators. Both the youth justice plan and the youth crime prevention strategy profile children and young people in terms of age, gender, ethnicity and type of offending. From a multi-agency perspective, the partnership would benefit from a comprehensive needs analysis of children known to the YOS. This would enable each agency to have a better understanding of these children, in terms of what is being delivered and what needs to be developed within their own services.

The same partnership provision is offered to all three types of YOS intervention, prevention, out-of-court and post-court. There is a move towards a holistic family approach, and the YOS works jointly with the children's social care Families First and Intensive Support service in engaging with parents, as part of the Strengthening Families, Strengthening Communities model. Parents have reported positive feedback about the parenting programmes delivered on both a statutory and voluntary basis.

The YOS has seconded police officers and a seconded probation officer. There is an impressive substance misuse offer with access to two workers who have developed their role to deliver welfare-orientated provision, as well as substance misuse services. The relationship with children's social care is positive; feedback and communication are good and staff are routinely updated on outcomes and decisions.

There is a strong health provision within the YOS, and this is well supported by the head of service, who was involved in the recruitment of the mental health worker and was instrumental in developing the mental health liaison and diversion post. There are two mental health workers, one of whom focuses on the out-of-court disposal cohort, as well as a speech and language therapist and a youth counsellor. Although the service has access to a speech and language therapist, however, it has not used the opportunity to ensure that all communication with children is child friendly.

The YOS has a half-time ETE worker. In relation to education, there is a Fair Access Panel, on which the YOS has a representative, and this looks at cases of young people who are excluded, or at risk of exclusion, from school. This panel accepts referrals from schools and partners, and all YOS children facing educational

difficulties will be considered by the panel. Performance regarding ETE for those aged over 16 years is poor, and locally there has been a reduction in suitable provision that is available to these young people. There is also a gap, however, in the YOS resource to enable specific work to be undertaken with these young people, to help in motivating and engaging them in ETE. Work in this area should be improved, to ensure that children and young people are enabled to access appropriate placements and provision.

The head of service chairs the multi-agency risk of harm panel, which accepts referrals from all agencies. If there are concerns about a child or young person's safety and wellbeing, these are either referred to the multi-agency child exploitation panel or, if there are concerns about self-harm or suicidal ideation, the child will be seen by a mental health worker or counsellor.

The service provides an extensive group work programme to support individual interventions delivered by case managers and specialist staff. This includes a specific group work programme for girls, a knife crime programme called 'Behind the Blade', and a thinking and behaviour programme. The specialist workers have also designed and facilitated group work programmes in relation to mental health, substance misuse and parenting.

The relationship with the court is positive and the court questionnaire shows that the YOS presents high-quality pre-sentence reports, and that staff are always prepared and informative when addressing the court. Staff are proactive and will speak to magistrates, before the young person appears, to explain if the child has any learning needs, or behavioural traits, that they should take into consideration in the courtroom setting.

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

YOS policies and guidance are in place and accessible, although some need updating, especially regarding the changes in practice after the implementation of AssetPlus. Staff were aware of the escalation process in place for all partners to help in challenging another agency.

The service's approach to compliance and breach is not consistent, and a compliance panel is not held in every case. There is no opportunity, therefore, for the service to reflect on how the plan for the child could change or how the child's motivation to engage can be improved. As a result, the timeliness of the process does not allow for the needs of the child to be considered fully.

There is limited evidence as to how hard a case manager will try to engage the young person; home visits are not frequent and sending letters is the main source of communication. This arguably shows a lack of understanding of the needs of the child, and that different methods of communication may be more appropriate.

The current YOS office is accessible; there is a bus service to the office and staff give free bus passes to children, to encourage attendance. The YOS was due to move in early 2019 and this will make access for children and families even easier, as it is in central Hounslow. The service has created working groups to look at the different

elements of the office move, and this has included consulting with young people about the best way to be informed about the move, and how to access the new building.

Information sharing is aided by YOS staff having access to children's social care's system, and the timely processing of police notifications to the YOS supports a swift response to children coming to the attention of the police. As the YOS and partners are in the same building, they can access information from each other quickly, although most partners input directly onto the YOS case management system.

The inspection found that management information is not used effectively to steer the direction of the service or to monitor outcomes, especially regarding the quality of provision; for example, ETE and harmful sexual behaviour work. Similarly, considering that the service's approach to out-of-court disposal work is resource intensive, it is not using its available data to evidence the impact on the number of first time entrants. Performance analysis is limited to the key performance indicators, so operational data (for example; compliance rates and successful outcomes), is not used to inform future practice.

The YOS actively seeks the views of children and young people, and their parents or carers. It has a strategy and a lead for participation, who coordinates the children and young people's participation group. This has enabled children to be part of interview panels and to provide feedback on service delivery. Likewise, feedback is requested from all parents whose children have a referral order, and the evaluation from parenting programmes is positive. Staff complete the AssetPlus feedback section, as well as a bespoke end-of-intervention form.

The service learns from audits and inspections, and has implemented recommendations from recent HMI Probation reports into their practice. It has also incorporated findings from a recent LSCB serious case review into its quality assurance tool, as well as improving its processes and relationship with MARAC following a domestic homicide review.

Summary

Strengths:

- The Board sets the vision and strategy for the YOS, and there is a strategic plan in place for 2018-2019.
- The process for out-of-court disposals is good and a full assessment is completed for all children, including screening by specialist services.
- There is an extensive range of partnership staff in the service.
- Staff are motivated and the service has developed its own progression structure for YOS officers.
- The service provides an extensive group work programme to support individual interventions delivered by case managers and specialist staff.
- The YOS has a strategy and a lead for participation who coordinates the children and young people's participation group, enabling feedback on service delivery.

Areas for improvement:

- There is limited interaction between the Board, the management team and frontline staff.
- The Board does not have a comprehensive needs analysis of children known to the YOS.
- Harmful sexual behaviour assessments and interventions are not always co-worked.
- Restorative justice interventions are limited and it is not clear how victims' needs and wishes are being met.
- The proportion of children older than 16 years receiving suitable ETE provision is low.
- The service's approach to compliance is inconsistent and not all case managers sufficiently prioritise engaging the child or young person.
- Management information is not used effectively to steer the direction and operational priorities of the service.



2. Court disposals

Work with children and young people sentenced by the courts will be more effective if it is well targeted, planned and implemented. In our inspections we look at a sample of cases. In each of those cases we inspect against four standards.

2.1 Assessment	Outstanding
Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	

In the majority of cases, the assessment included sufficient analysis of offending behaviour, including the child or young person's attitudes towards, and motivation for, their offending. In nearly all cases, staff considered the diversity and wider social context of the child or young person by using information held by other agencies. In 79 per cent of cases, the assessment focused on the child or young person's strengths and their protective factors. Case managers were confident in referring to, and using information from, other agencies, and there was clearly a broad range of services on offer.

In 71 per cent of cases, the views of the child and their parents or carers were considered; however, in two cases there was no evidence of the child, or their parents or carers, being involved in the assessment, and their views being taken into account.

The factors that were most related to a child or young person's offending were substance misuse and lifestyle. In 83 per cent of cases, the assessment sufficiently analysed how to address these factors and support desistance.

Nearly all cases identified and analysed the risks to a child or young person's safety and wellbeing. In undertaking the assessments, all but three cases drew appropriately from other assessments or information held by other agencies. In two cases, staff did not give enough attention to analysing which controls or interventions could best promote safety and wellbeing. Inspectors agreed with the safety and wellbeing classification in all of the cases.

Assessing the risk of harm to others posed by a child or young person was not sufficiently identified in three cases, although nearly all cases used available sources of information and involved other agencies where appropriate. Case managers analysed controls and interventions to manage and minimise the risk of harm presented by the child or young person in the majority of cases.

Inspectors agreed with the case manager's assessment of risk of serious harm in 88 per cent of cases, and in most cases the assessment analysed how to keep other people safe.

The case of N (f) shows the strengths of assessments in Hounslow:

“Assessment phase a real strength in this case, with relevant information within the AssetPlus and also supplied for the referral order panel. A good balance of desistance and offending-related factors, which were analysed appropriately”.

Overall, the quality of assessments was judged to be outstanding regarding assessing a child or young person’s desistance, safety and wellbeing, and risk of harm to others.

2.2 Planning	Good
Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	

The quality of planning that focused on supporting the child or young person’s desistance was adequate in almost all cases. In five cases, however, the planning did not take account of the diversity and social context of the child, or of their strengths and protective factors. In most cases, the plan set out the interventions and services most likely to support desistance; in line with the assessment, these were factors relating to substance misuse and lifestyle. In 29 per cent of cases, there was no evidence that the child or young person, and their parents or carers, were involved in the planning, or that their views were taken into account.

Considering the needs and wishes of victims as part of the planning process was evident in most cases, and the content of the plan was proportionate to the court outcome in nearly all cases reviewed.

Planning to address a child or young person’s safety and wellbeing was not as good as planning for desistance and risk of harm to others. The YOS does not have a specific process in place as there is no multi-agency panel for these cases. In three cases, planning did not involve other agencies or align plans when it should have done; nor did it set out the necessary interventions to promote the safety and wellbeing of the child or young person. Overall, planning focused on keeping the child or young person safe in 76 per cent of the cases reviewed.

The YOS uses a risk panel to oversee the planning for cases where the child or young person is assessed as posing a high risk of harm to others. These are multi-agency meetings, and the evidence from cases reviewed showed that the risk panel arrangements were effective. There was sufficient planning to promote the safety of others in most cases inspected, and all but three cases involved other agencies where appropriate. Planning to address any specific concerns and risks related to actual and potential victims was less well developed, and was not evident in nearly a third of cases reviewed.

Effective contingency arrangements to manage identified risks to others were in place in most cases. There was sufficient planning to keep other people safe in 84 per cent of cases, and, overall, the quality of planning was judged to be good.

In the case of K (f), one inspector noted:

“Planning was proportionate as well as appropriate to the young person’s needs. There was support and input from family members, and a positive panel experience which showed that decisions were collaborative”.

2.3 Implementation and delivery	Good
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	

The area of implementation and delivery was not as strong as assessment and planning. In only 63 per cent of the cases reviewed were the services delivered most likely to support desistance and reflect the diversity of the child. In 71 per cent of cases, the service delivered built on the child or young person’s strengths, but in 46 per cent insufficient focus was given to maintaining an effective working relationship with the child or young person, and their parents or carers. This reflected the lack of clarity about the case manager role and the differing approaches to engagement and compliance. In 38 per cent of cases, attention had not been given by the case manager to encouraging the child or young person’s compliance with the work.

This was demonstrated in the case of I (m):

“The case manager had very little involvement with the young person... This is not conducive to building an effective working relationship with the young person, particularly relevant in this case, given his breaching of the previous youth conditional caution”.

The delivery of services to promote the child or young person’s safety and wellbeing was evident in 76 per cent of cases. In most cases, the involvement of other organisations in keeping the child or young person safe was well coordinated.

The delivery of services to keep other people safe was of acceptable quality in most cases inspected, although, like planning, some aspects were less well developed. The involvement of other agencies in managing risk of harm was well coordinated in 63 per cent of cases, and case managers gave sufficient attention to the protection of actual and potential victims in only 53 per cent of the cases reviewed. Overall, in most cases the implementation and delivery of services supported the safety of other people effectively.

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

As with implementation and planning, reviewing was not as strong as assessment and planning. Case managers were aware that children and young people’s circumstances can change rapidly, and that this can result in an increase, or sometimes decrease, in the likelihood of reoffending, risk of harm to others or risks to their safety and wellbeing.

The following example of the case of P (m) shows that when it is done well, reviewing involves all relevant agencies working together:

“There is clear evidence of multi-agency working, including police, children’s services, the prison service and probation, and includes risk panels, MARAC meetings and, more recently, MASE [Multi-Agency Sexual Exploitation]. There is evidence of strong

co-working developing between the current case manager and the probation offender manager, with joint visits undertaken and planned for, and attendance by both agencies at the risk management meetings”.

Reviewing identified and responded to changes in the factors linked to desistance in 75 per cent of cases, and built on the child or young person’s strengths in 67 per cent of cases. Case managers did not consider the motivation and engagement levels in 38 per cent of cases reviewed, and in 33 per cent of cases the child or young person, and their parents or carers, were not meaningfully involved in the process.

In only half of the cases, the reviews led to changes in the plan of work to support desistance. Overall, 67 per cent of cases focused sufficiently on supporting the child or young person’s desistance.

Reviewing a child’s safety and wellbeing considered information from other agencies in most cases, but this led to the necessary changes in the ongoing plan in only 46 per cent of relevant cases. Overall, reviewing sufficiently focused on keeping the child or young person safe in 69 per cent of cases.

In reviewing the risk of harm to others, four cases did not identify and respond to changes in risk, and in four cases the case manager did not take account of information from other agencies. In 64 per cent of cases, the child or young person, and their parents or carers were meaningfully involved in reviewing the risk of harm, and their views were considered. In only 55 per cent of relevant cases, however, the reviewing process had led to the necessary adjustments in the ongoing plan of work to manage and minimise the risk of harm to others.

Overall, reviewing focused sufficiently on keeping other people safe in 73 per cent of cases, and it was evident in the case files that exit strategies for children and young people were in place. These included continuing interventions on a voluntary basis, as well as referrals to other partner agencies.

Summary

Strengths:

- The quality of assessments is outstanding, in terms of evaluating desistance, safety and wellbeing, and risk of harm.
- Assessments accurately identify and analyse the risks to a child or young person’s safety and wellbeing.
- Planning focuses on supporting the child or young person’s desistance, and sets out the interventions that reflect the relevant factors in the assessment.
- The multi-agency high risk panel arrangements are effective, and planning to promote the safety of others is outstanding.
- Exit strategies are well planned and focus on the ongoing needs of the child or young person.

Areas for improvement:

- The views of the child or young person, and their parents or carers, and information from other agencies are not considered in all cases.
- There is no multi-agency meeting to manage safety and wellbeing, and planning in this area is not as good as planning for desistance and risk of harm to others.
- Planning to address any specific concerns and risks related to actual and potential victims is not considered in every relevant case.
- Not all case managers are focused on maintaining an effective working relationship with the child or young person by considering their motivation and engagement levels.



3. Out-of-court disposals

Work with children and young people receiving out-of-court disposals will be more effective if it is well targeted, planned and implemented. In our inspections we look at a sample of cases. In each of those cases we inspect against four standards.

3.1 Assessment	Good
Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	

The work carried out with children and families when the child was subject to an out-of-court disposal was good overall. The sample of cases included diversion cases, youth cautions and youth conditional cautions, and all had a full AssetPlus assessment completed. Specialist workers screened all of the children and young people, and information was collated from other agencies prior to the multi-agency joint decision-making panel taking place. The decision-making was joined up between the agencies and there was a rationale for each disposal and decision.

The quality of assessments was good, although not as good as the assessment of post-court cases. Assessments in relation to safety and wellbeing were better than those relating to desistance and risk of harm. In 73 per cent of cases, there was sufficient analysis of offending behaviour, and the assessment considered the diversity and wider familial and social context of the child or young person in nearly all cases. In 87 per cent of cases, the assessment focused on the child or young person's strengths and protective factors, and in all but one case staff had considered the child or young person's levels of maturity, ability and motivation to change. Most case managers had involved the child or young person, and their parents or carers in the assessment, and taken their views into account.

In the case of C (m), one inspector stated:

“The assessment clearly identifies the factors related to offending and desistance, and the young person's strengths are outlined. Consideration is given to the fact that the young person is not accessing education or training, and the likely impact of this is clearly outlined”.

Assessments of safety and wellbeing showed that risks to the child or young person were clearly identified and analysed in 73 per cent of cases, and used information from other agencies in nearly all cases reviewed. Regarding levels of risk, inspectors agreed with the safety and wellbeing classification in all but one case, where it was considered that the classification was too low. The assessment sufficiently analysed how to keep the child or young person safe in 80 per cent of cases inspected.

In 73 per cent of relevant cases, the assessment sufficiently analysed how to keep other people safe, and nearly all used available sources of information, including other assessments that had been completed. In 80 per cent of cases, the case manager's classification of risk of serious harm was correct and in most cases the assessment to keep other people safe was completed within an appropriate period following the start of the disposal.

3.2 Planning	Good
Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	

The planning of interventions to support desistance factors was outstanding. In 80 per cent of cases, planning took sufficient account of the diversity and wider familial and social context of the child or young person, and in all but one case their level of maturity and motivation to change was considered. In 33 per cent of cases, however, case managers had not considered the child or young person’s strengths and protective factors, and had not included them, or their parents or carers, in the planning process.

In the case of A (m), one inspector noted:

“Planning is proportionate to the needs and abilities of the young person and the goals set are achievable and realistic to what was identified in the assessment”.

In most cases, where it was relevant, the needs and wishes of victims had been taken into account, and in 87 per cent of cases planning was proportionate and interventions could be completed within the timescale.

Planning was outstanding, in terms of keeping the child or young person safe, and 80 per cent of the plans sufficiently addressed the risks to the child. In all cases where it was appropriate, other agencies were involved and different agency plans were aligned; however, contingency arrangements were included for the risks identified in only just over half of the cases reviewed.

Planning to manage risk of harm promoted the safety of other people in nearly all cases, although planning specifically to address concerns related to actual and potential victims was evident in only 67 per cent of cases. Similarly, planning for contingency arrangements to manage those risks had not been identified in 33 per cent of relevant cases. Overall, planning focused sufficiently on keeping people safe in only 67 per cent of cases.

3.3 Implementation and delivery	Good
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	

The YOS has a variety of group work programmes and access to specialist workers to help to provide the appropriate interventions for the child or young person. Interventions to support desistance were delivered in good time in 67 per cent of cases, and they reflected the diversity of the child or young person, and involved parents or carers, in most cases.

Sufficient focus was given to developing and maintaining an effective working relationship with the child or young person, and their parents or carers, in 87 per cent of cases. Case managers gave attention to encouraging and enabling the child or young person’s compliance in nearly all cases, and the delivery of the interventions was proportionate in 87 per cent of the cases reviewed. Access to mainstream services and overall support for the child or young person’s desistance were evident in only 67 per cent of cases.

Interventions to promote the safety and wellbeing of the child or young person were outstanding, with 80 per cent of cases evidencing this approach. As for keeping other people safe, sufficient attention had been given to the protection of actual and potential victims in all relevant cases. In two cases, the services delivered were not adequate for managing and minimising the risk of harm, and so, overall, only 67 per cent of cases effectively supported the safety of other people.

In the case of S (m), the following was noted:

“Substance misuse intervention was key in addressing offending behaviour, health and wellbeing issues, and preventing further problems for the young person. This was delivered well”.

3.4 Joint working	Outstanding
Joint working with the police supports the delivery of high-quality, personalised and coordinated services.	

Joint working with the police and with other partner agencies was outstanding. The recommendations by the YOS for out-of-court disposal outcomes, conditions and interventions were appropriate and proportionate in 86 per cent of cases, and the recommendations considered the degree to which the child or young person understood the offence and their acknowledgement of responsibility in all cases reviewed.

In two cases, the YOS did not contribute to determining the disposal when it should have done, and in three cases it did not give sufficient attention to the understanding of the child or young person, or their parents or carers, of the implications of receiving an out-of-court disposal. Information was provided to inform decision making in 86 per cent of cases, and this included information from other agencies, as well as screening by specialist workers and the full completion of the AssetPlus assessment.

In 86 per cent of cases, the rationale for joint disposal decisions was appropriate and clearly recorded. Overall, nearly all cases showed that the YOS recommendations were well informed, analytical and personalised to the child or young person, and so supported joint decision-making.

The YOS informed the police of progress and outcomes in only 21 per cent of the relevant cases, although feedback had not been required in half of the cases reviewed. In 93 per cent of cases, however, staff had given sufficient attention to compliance with, and enforcement of, the conditions. Overall, the YOS worked effectively with the police in implementing the out-of-court disposal in nearly all of the cases inspected.

Summary

Strengths:

- The assessment benefits from the completion of a full AssetPlus which includes screening by specialist workers.
- Assessments of a child or young person's safety and wellbeing are outstanding.
- The multi-agency joint decision-making panel receives a comprehensive assessment which aids an informed rationale for the decision-making process, to ensure that the disposal meets the needs of the child or young person.
- The service provides a number of group work programmes and has access to a variety of specialist workers for all cases.
- Joint working with the police and other agencies is outstanding, with information being shared in a timely manner.

Areas for improvement:

- Contingency arrangements are not always evident in managing risk of harm to others.
- Case managers should give more attention to the wishes and needs of victims, especially at the planning stage.
- The YOS does not keep the police up to date about the progress of the child or young person.

Annex 1 – Methodology

The inspection methodology is summarised below, linked to the three domains within our standards framework. Our focus was upon obtaining evidence against the standards, key questions and prompts within the framework.

Domain one: organisational delivery

The youth offending service submitted evidence in advance, and the Chief Executive delivered a presentation covering the following areas:

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

During the main fieldwork phase, we surveyed 36 individual case managers, asking them about their experiences of training, development, management supervision and leadership. Various meetings and focus groups were then held, allowing us to triangulate evidence and information. In total, we conducted 12 meetings, either face to face or by telephone.

Domain two: court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Sixty per cent of the cases selected were those of children and young people who had received court disposals six to nine months earlier, enabling us to examine work in relation to assessing, planning, implementing and reviewing. Where necessary, interviews with other people significantly involved in the case also took place.

We examined 24 post-court cases. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of five), and we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm, and risk to safety and wellbeing classifications matched those in the eligible population.

Domain three: out-of-court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. Forty per cent of cases selected were those of children and young people who had received out-of-court disposals three to five months earlier. This enabled us to examine work in relation to assessing, planning, implementing and joint working. Where necessary, interviews with other people significantly involved in the case also took place.

We examined 15 out-of-court disposals. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of five), and we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm, and risk to safety and wellbeing classifications matched those in the eligible population.

Annex 2 – Inspection results

1. Organisational delivery

Standards and key questions	Rating
<p>1.1. Governance and leadership</p> <p>The governance and leadership of the YOS supports and promotes the delivery of a high-quality, personalised and responsive service for all children and young people.</p> <p>1.1.1. Is there a clear local vision and strategy for the delivery of a high-quality, personalised and responsive service for all children and young people?</p> <p>1.1.2. Do the partnership arrangements actively support effective service delivery?</p> <p>1.1.3. Does the leadership of the YOS support effective service delivery?</p>	Good
<p>1.2. Staff</p> <p>Staff within the YOS are empowered to deliver a high-quality, personalised and responsive service for all children and young people.</p> <p>1.2.1. Do staffing and workload levels support the delivery of a high-quality, personalised and responsive service for all children and young people?</p> <p>1.2.2. Do the skills of YOS staff support the delivery of a high-quality, personalised and responsive service for all children and young people?</p> <p>1.2.3. Does the oversight of work support high-quality delivery and professional development?</p> <p>1.2.4. Are arrangements for learning and development comprehensive and responsive?</p>	Good
<p>1.3. Partnerships and services</p> <p>A comprehensive range of high-quality services is in place, enabling personalised and responsive provision for all children and young people.</p> <p>1.3.1. Is there a sufficiently comprehensive and up-to-date analysis of the profile of children and young people, to ensure that the YOS can deliver well-targeted services?</p>	Good

- 1.3.2. Does the YOS partnership have access to the volume, range and quality of services and interventions to meet the needs of all children and young people?
- 1.3.3. Are arrangements with statutory partners, providers and other agencies established, maintained and used effectively to deliver high-quality services?

1.4. Information and facilities

Requires improvement

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

- 1.4.1. Are the necessary policies and guidance in place to enable staff to deliver a quality service, meeting the needs of all children and young people?
- 1.4.2. Does the YOS’s delivery environment(s) meet the needs of all children and young people and enable staff to deliver a quality service?
- 1.4.3. Do the information and communication technology (ICT) systems enable staff to deliver a quality service, meeting the needs of all children and young people?
- 1.4.4. Is analysis, evidence and learning used effectively to drive improvement?

2. Court disposals

Standards and key questions

Rating and % yes

2.1. Assessment

Outstanding

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

- 2.1.1. Does assessment sufficiently analyse how to support the child or young person’s desistance? 83%
- 2.1.2. Does assessment sufficiently analyse how to keep the child or young person safe? 88%
- 2.1.3. Does assessment sufficiently analyse how to keep other people safe? 83%

2.2. Planning	Good
Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	

- | | |
|---|-----|
| 2.2.1. Does planning focus sufficiently on supporting the child or young person's desistance? | 88% |
| 2.2.2. Does planning focus sufficiently on keeping the child or young person safe? | 76% |
| 2.2.3. Does planning focus sufficiently on keeping other people safe? | 84% |

2.3. Implementation and delivery	Good
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	

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| 2.3.1. Does the implementation and delivery of services effectively support the child or young person's desistance? | 67% |
| 2.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person? | 76% |
| 2.3.3. Does the implementation and delivery of services effectively support the safety of other people? | 74% |

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

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|--|-----|
| 2.4.1. Does reviewing focus sufficiently on supporting the child or young person's desistance? | 67% |
| 2.4.2. Does reviewing focus sufficiently on keeping the child or young person safe? | 69% |
| 2.4.3. Does reviewing focus sufficiently on keeping other people safe? | 73% |

3. Out-of-court disposals

Standards and key questions	Rating and % yes
<p>3.1. Assessment</p> <p>Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.</p>	Good
<p>3.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?</p>	73%
<p>3.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?</p>	80%
<p>3.1.3. Does assessment sufficiently analyse how to keep other people safe?</p>	73%
<p>3.2. Planning</p> <p>Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.</p>	Good
<p>3.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?</p>	87%
<p>3.2.2. Does planning focus sufficiently on keeping the child or young person safe?</p>	80%
<p>3.2.3. Does planning focus sufficiently on keeping other people safe?</p>	67%
<p>3.3. Implementation and delivery</p> <p>High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.</p>	Good
<p>3.3.1. Does the implementation and delivery of services effectively support the child or young person's desistance?</p>	67%
<p>3.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person?</p>	80%
<p>3.3.3. Does the implementation and delivery of services effectively support the safety of other people?</p>	67%

3.4. Joint working	Outstanding
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Joint working with the police supports the delivery of high-quality, personalised and coordinated services.

3.4.1. Are the YOS's recommendations sufficiently well-informed, analytical and personalised to the child or young person, supporting joint decision-making?	86%
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3.4.2. Does the YOS work effectively with the police in implementing the out-of-court disposal?	86%
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Annex 3 – Glossary

AssetPlus	Assessment and planning framework tool developed by the Youth Justice Board for work with children and young people who have offended, or are at risk of offending, that reflects current research and understanding of what works with children.
Contextual safeguarding	An approach to understanding and responding to young people’s experience of significant harm beyond their families. It recognises that the different relationships that young people form in their neighbourhood school and online can feature violence and abuse.
Court disposals	The sentence imposed by the court. Examples of youth court disposals are referral orders, youth rehabilitation orders, and detention and training orders.
County lines	Young people who are coerced into transporting drugs or money on behalf of gangs across the country, mostly from urban to more rural areas.
Desistance	The cessation of offending or other antisocial behaviour.
Early Help Access to Interventions Panel	A multi-agency panel which received referrals from all partners and allocated cases according to the child, young person or family’s needs
Enforcement	Action taken by a case manager in response to a child or young person’s failure to comply with the actions specified as part of a community sentence or licence. Enforcement can be punitive or motivational.
ETE	Education, training and employment: work to improve learning, and to increase future employment prospects.
First-time entrants	A child or young person who receives a statutory criminal justice outcome (youth caution, youth conditional caution or conviction) for the first time.
HMI Probation	Her Majesty’s Inspectorate of Probation.
Local authority	An administrative body in local government, YOSs are often a team within a specific local authority.
LSCB	Local Safeguarding Children’s Board: a multi-agency body in a local authority, with an independent chair who does not work within children’s social care.
MAPPA	Multi-Agency Public Protection Arrangements: where probation, police, prison and other agencies work together locally to manage offenders who pose the highest risk of harm to others. Level 1 is single agency management,

	where the risks posed by the offender can be managed by the agency responsible for the supervision or case management of the offender. Levels 2 and 3 require active multi-agency management.
MARAC	Multi-Agency Risk Assessment Conference: a meeting where agencies talk about the future harm to people experiencing domestic abuse and draw up an action plan to help to manage that risk.
MASE	Multi-Agency Sexual Exploitation: a panel that looks at referrals and interventions for children and young people who are at risk of, or are experiencing, exploitation.
Multi-agency safeguarding hub	A team comprising a group of practitioners still employed by their individual agencies (local authority, police, probation, health, etc.), but co-located to facilitate early information sharing, analysis and decision making to safeguard vulnerable children.
Out-of-court disposal	The resolution of a normally low-level offence, where it is not in the public interest to prosecute, through a community resolution, youth caution or youth conditional caution.
PEACE	Protecting and Empowering Against Child Exploitation: a multi-agency project that develops a local model for contextual safeguarding, with the aim of reducing the number of children entering the criminal justice system.
Personalised	A personalised approach is one in which services are tailored to meet the needs of individuals, giving people as much choice and control as possible over the support they receive. We use this term to include diversity factors.
Rescue and Response	A project to support young Londoners affected by county lines activity.
Risk of serious harm	A term used in AssetPlus. All cases are classified as presenting a low, medium, high or very high risk of serious harm to others. HMI Probation uses this term when referring to the classification system, but uses the broader term 'risk of harm' when referring to the analysis which should take place in order to determine the classification level. This helps to clarify the distinction between the probability of an event occurring and the impact or severity of the event. The term 'risk of serious harm' only incorporates 'serious' impact, whereas using 'risk of harm' enables the necessary attention to be given to those young offenders for whom lower impact/severity harmful behaviour is probable.
Referral order	A restorative court order which can be imposed when the child or young person appearing before the court pleads guilty, and whereby the threshold does not meet a youth

	rehabilitation order.
Safeguarding	A wider term than child protection that involves promoting a child or young person's health and development, and ensuring that their overall welfare needs are met.
Safety and wellbeing	AssetPlus replaced the assessment of vulnerability with a holistic outlook of a child or young person's safety and wellbeing concerns. It is defined as: "those outcomes where the young person's safety and wellbeing may be compromised through their own behaviour, personal circumstances or because of the acts/omissions of others" (<i>AssetPlus Guidance</i> , 2016).
Youth caution	A caution accepted by a child following admission to an offence where it is not considered to be in the public interest to prosecute the offender.
Youth conditional caution	As for a youth caution, but with conditions attached that the child is required to comply with for up to the next three months. Non-compliance may result in the child being prosecuted for the original offence.
YJB	Youth Justice Board: government body responsible for monitoring and advising ministers on the effectiveness of the youth justice system. Providers of grants and guidance to the youth offending teams.
YOT/YOS	Youth offending team (YOT) is the term used in the <i>Crime and Disorder Act 1998</i> to describe a multi-agency team that aims to reduce youth offending. YOTs are known locally by many titles, such as youth justice service (YJS), youth offending service (YOS) and other generic titles that may illustrate their wider role in the local area in delivering services for children.



HM Inspectorate of Probation
1 Bridge Street West
Civil Justice Centre
Manchester
M3 3FX

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