



An inspection of youth offending services in

Sefton

HM Inspectorate of Probation

MAY 2019

This inspection was led by HM Inspector Maria Jerram 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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Contents

Foreword.....	3
Overall findings.....	4
Summary of ratings.....	6
Recommendations.....	7
Introduction.....	8
Contextual facts	10
1. Organisational delivery.....	11
1.1 Governance and leadership	11
1.2 Staff	12
1.3 Partnerships and services	14
1.4 Information and facilities.....	16
Summary.....	18
2. Court disposals.....	18
2.1 Assessment	18
2.2 Planning	19
2.3 Implementation and delivery	20
2.4 Reviewing.....	21
Summary.....	22
3. Out-of-court disposals	22
3.1 Assessment	23
3.2 Planning	24
3.3 Implementation and delivery	24
3.4 Joint working	25
Summary.....	26
Annex 1 – Methodology	27
Annex 2 – Inspection results.....	29
Annex 3 – Glossary	33

Foreword

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

We have given Sefton YOT an overall rating of 'Requires improvement'. The service and its partners have some areas of strength, and its staff, leaders and Management Board are committed to developing and delivering high-quality services. However, more robust systems and processes are needed to drive improvements in the delivery of effective services to children and young people who are involved in offending, who can pose a risk to the public and who are often vulnerable.

The inspection found desistance work to be an area of strength. Motivated staff work effectively with children and young people, considering their specific needs and assisting them to address their offending and build on their protective factors and strengths. The staff have a good understanding of the issues facing the young people they work with.

However, the needs of children and young people are not fully understood at strategic and operational levels. Too many children involved with the YOT have experienced school exclusions and have a high level of educational need. This had not been identified before the inspection. The Board and the partnership must gain a better understanding of the needs of the children and young people it is responsible for, so that it can ensure they have access to the right services.

The inspection found that work on out-of-court disposals suffered from limitations in the assessment framework used on many of the cases. This meant that inspectors could not always be confident that risk and safeguarding work was managed to the necessary standard. Overall, in both court work and out-of-court disposal work, we found that assessments and interventions to address safety and well-being were insufficient.

There has been a period of reorganisation across the council with many services, including the YOT, integrating into a locality based delivery model. This process of change has not been without challenge and is still in the initial stages of implementation. Staff and partners feel positive about the new service developments, particularly the greater opportunities for delivering preventative work. In the context of these changes, the YOT must be mindful of the need to prioritise and maintain its focus on statutory work and YOT-specific responsibilities.

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



Dame Glenys Stacey
Chief Inspector of Probation

Overall findings

Overall, Sefton YOT is rated as: **Requires improvement**. This rating has been determined by inspecting the YOT in three domains of its 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 attended and members are committed; however, it needs to be more effective in holding partners and the YOT to account.
- The Management Board needs a more accurate and nuanced understanding of the YOT cohort and the factors that underpin offending so it can ensure children and young people have access to necessary services.
- There is a skilled and committed workforce who want the best for children and young people.
- Quality assurance and management information is not routinely used effectively to steer the direction and operational priorities of the service.
- The YOT makes effective use of local resources to meet the needs of children and young people and their families.
- The YOT is part of the Greater Merseyside collaborative training group, which has commissioned training on topics such as desistance, AssetPlus and child exploitation.
- The service had not considered the findings and recommendations of the joint thematic review of out-of-court-disposals published by HMI Probation and HMI Constabulary in March 2018.

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

- Delivery of work with children and young people is done well; staff consider those factors most likely to support children and young people's desistance from offending.
- Staff took account of the views of children and young people and their parents and carers. Their focus on the child or young person's strengths and protective factors was outstanding.
- Staff make sure that children and young people comply with the requirements of their sentence.

- The attention given to the needs and wishes of the victims was an area of strength.
- Assessments of desistance and risk of harm to others were better than those of safeguarding. Risk to the safety and wellbeing of children and young people was underestimated in too many assessments.



Out-of-court disposals

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

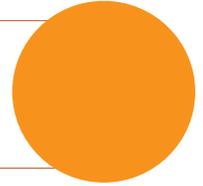
- The out-of-court disposal scheme is well established and decision-making is timely and proportionate.
- Screening processes are thorough and used effectively in decision-making; positive contributions are made by the YOT to determine the disposal outcome.
- Shortcomings in the assessment and planning tool used for many out-of-court disposals mean that not enough attention is given to risk of harm to others and safeguarding.
- Joint working with other agencies to implement and deliver services requires better coordination.

Service: Sefton Youth Offending Team

Fieldwork started: February 2019

Overall rating

Requires improvement



1. Organisational delivery

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

2. Court disposals

2.1	Assessment	Requires improvement	
2.2	Planning	Inadequate	
2.3	Implementation and delivery	Good	
2.4	Reviewing	Requires improvement	

3. Out-of-court disposals

3.1	Assessment	Inadequate	
3.2	Planning	Inadequate	
3.3	Implementation and delivery	Requires improvement	
3.4	Joint working	Good	

Recommendations

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

The youth offending team manager should:

1. ensure that issues affecting the safety and wellbeing of children and young people are prioritised in all aspects of service delivery, at strategic and operational levels
2. make sure that tools used for assessment and planning in out-of-court cases give sufficient attention to safety and wellbeing and risk of harm to others
3. review the YOT's quality assurance processes and ensure that management oversight is consistent and effective and makes a difference to the quality of work.

The Chair of the Sefton YOT Management Board should:

4. make sure the educational needs of all children and young people are understood and they have access to high-quality education and training services that are matched to their needs
5. make more effective use of management information to steer the direction and operational priorities of the YOT and to hold the service and its partners to account for its performance and delivery.

Introduction

Youth Offending Teams (YOTs) 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, and instead are dealt with out of court. HMI Probation inspects both these aspects of youth offending services.

YOTs are statutory partnerships, and 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 services¹. Most YOTs are based within local authorities, although this can vary.

YOT 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 for England and Wales (YJB) provides some funding to YOTs. It also monitors their performance and issues guidance to them about how things are to be done.

Background

Sefton is one of five local authorities in Merseyside. Sefton Metropolitan Borough Council is led by a chief executive and falls under Liverpool City region. Sefton has a youth population of 23,404, which constitutes 8.5 per cent² of the total population. The borough is a coastal strip that stretches from the port of Liverpool in the south, which borders north Liverpool, to the seaside town of Southport in the north, which borders Lancashire.

Sefton Council is currently transforming services and has created a new model of delivery called 'Sefton Community First'. Multiple services have been streamlined into locality teams based across the borough, in Bootle, Netherton and Southport. The YOT is in the final stages of transitioning to new teams, and the YOT's staff will be split across the new sites. The YOT manager, who is also a locality service manager, will retain responsibility for the YOT.

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.

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

² Office for National Statistics. (2018). *UK population estimates, mid 2017*.

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.³

³ HM Inspectorate's standards are available here:
<https://www.justiceinspectors.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

Contextual facts

First time entrants
(rate per 100,000)

278

Sefton

273

England and Wales ⁴

Reoffending rate

47.7%

Sefton

40.9%

England and Wales ⁵

Caseload information ⁶

Age	10-14	15-17
Sefton	21%	79%
National average	24%	76%

Race/ethnicity	White	BME
Sefton	90%	2%
National average	71%	26%

Gender	Male	Female
Sefton	86%	14%
National average	84%	16%



Population information



	Sefton
Total population ⁷	274,589
Youth population ⁷	23,404
Youth black and minority ethnic (BME) population ⁸	857

⁴ Youth Justice Board. (2018). *First-time entrants, April 2017 - March 2018*.

⁵ Ministry of Justice. (2019). *Proven reoffending statistics, April 2016 to March 2017*.

⁶ Youth Justice Board. (2019). *Youth Justice annual statistics: 2017 to 2018*.

⁷ Office for National Statistics. (2018). *UK population estimates, mid-2017*.

⁸ Office for National Statistics, (2012). *Census 2011*.

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	Requires improvement
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.	

The YOT's vision is outlined in its youth justice plan for 2018/2019. It centres largely on the new 'Sefton Community First' delivery model. All staff and partners we met could articulate the vision for the service and stated that they were aware of the work and role of the board.

For the past three years, the Management Board has been chaired by the chief executive of the council, who is well engaged and has a sufficient understanding of the YOT's work and partnership arrangements. The Chair is an active member of other strategic boards, such as the Local Safeguarding Children Board (LSCB) and represents the service in these forums.

The Board includes all statutory partners and some non-statutory partners, for example a representative from the youth court bench. Overall, membership is stable. There has, however, been no representation from education for the past 18 months, and attendance from the employment and learning lead has been sporadic.

This is significant given the education, training and employment (ETE) needs of YOT children and young people in Sefton. Data requested during the inspection fieldwork indicated that over half of children and young people have an education, health and care plan or special educational needs. This issue had not been recognised before the inspection. If the Board is to be effective in its duty, it needs to analyse in detail the needs of children and young people, so that partners can effectively advocate the work of the YOT in their own roles and services and ensure the right provision is in place.

The YOT and partner agencies have access to an extensive range of data to assist them in understanding the needs of children and to enable them to set the YOT's direction and ensure they deliver high-quality services that are based on evidence.

The Board has been satisfied with the YOT's performance in relation to national key performance indicators, but local targets are also required if governance is to focus on practice and service development. Board members acknowledge that they have not sufficiently challenged the YOT and are keen to take on their responsibilities more fully. The YOT Board should explore how the Sefton children's services improvement board, 'Getting to Good', oversees and monitors improvement to see if learning could be applied to YOT improvement work.

The Board Chair has agreed to prioritise regular attendance from an education representative at the Board. The Chair also recognised that there had not been any board development days for approximately two years, nor had all Board members undertaken activity such as visiting the YOT. As well as reviewing the Board's terms

of reference, the Chair has acknowledged that it would be a good idea at this stage to review Board attendees and the processes according to which the Board works.

The support provided by the partnership to deliver effective YOT services is varied. There are helpful links to the Sefton Safer Communities Partnership (SSCP) and the Police and Crime Commissioner, but priorities could be better aligned. An example of this was the retrospective realisation at a recent Board meeting that an increase in first-time entrants related to a previous stop and search operation. More timely information-sharing regarding this initiative would have helped the YOT to understand and respond more proactively.

The YOT has been without a probation officer since May 2018, and this has been discussed at Board meetings. We recognise the steps that have been taken by the YOT management team, the senior probation officer and the Board to try to resolve this, but more directive action is required to ensure the YOT has the correct probation resource allocation.

The role of the probation officer is not limited to facilitating the transition of cases: it also brings knowledge of adult probation services to the YOT and helps to raise awareness of the challenges young people face as they transition between the YOT and adult services. The Board stated that resolving this issue is a priority.

The YOT service manager is the main link between the management team and the Board, although team managers do contribute to Board reports and attend on occasion to present information. The YOT manager meets with the management team each week to ensure that strategic priorities are understood.

The YOT management team has been aware, from audits and self-assessments, that there are areas of practice and service delivery that it needs to improve. Positively, this has resulted in an improvement plan being put in place. However, the level of detail contained in the plan is not sufficient to enable the YOT to monitor progress and track improvement over time. This means that most work in the plan is described as 'on-going'. The leadership team acknowledges the limitations of the plan and intends to use the findings of this inspection to refresh it.

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.	

We assessed the staff domain in Sefton to be good. We found a skilled and stable workforce, including many staff with strong local knowledge. Most of the staff we spoke to said they felt valued and appreciated in the service.

As part of the recent redesign of the service, staff's job titles have changed. Case-holding staff are now 'senior early help workers'. YOT delivery workers are now called 'early help workers' and they are fully integrated into the early help service but maintain a focus solely on YOT work.

The early help workers jointly deliver interventions to children and young people with the YOT case manager, which means there is limited disruption to service delivery if a case manager is absent. The integration of the delivery workers into the early help service offers new opportunities to provide sustained support to children and young

people when their engagement with the YOT ends. Two new early help worker posts have recently been created and this area of work is to be developed further.

A case allocation protocol is in place and staff feel that work is distributed equitably across the service, with their skills and experience being considered in the allocation of work. Any cases involving sexually harmful behaviour are allocated to staff trained in Assessment, Intervention and Moving On (AIM), and these cases are jointly allocated in line with best practice.

Most staff who completed our survey stated that they felt their workload was manageable, and we shared this view. Caseload levels afford staff the time to undertake effective relationship-based practice to support desistance.

Staff absences are managed by an office duty system. Sefton YOT shares a youth court with neighbouring YOTs, with staff co-located at a central court. These arrangements mean that services to the court and Sefton children and young people are consistent and any staff absences are covered. There have been no recent concerns about staff sickness affecting service delivery. We noted that managers apply HR processes appropriately in relation to sickness and capability issues.

There is a detailed record of the in-service and external training that has been provided for staff. The YOT is part of a Greater Merseyside collaborative training group, and this has given training opportunities for staff on desistance, criminal exploitation and child exploitation.

Most staff in the YOT have an up-to-date appraisal and described a detailed and helpful induction process. Case-holding staff receive regular supervision, in which managers discuss their development as well as their casework and workload capacity. There has been inconsistent supervision of team managers. The management team attributed this to the YOT manager having been involved in wider early help work and the council redesign. The team managers have had access to generic management training, but this has focused on early help work and not their specific roles.

Most staff reported good relationships with their line managers and felt that the management oversight they received on their work was sufficient. However, we found that there was insufficient management oversight in one-third of post-court cases. Management oversight had not made enough difference to the quality of recorded assessments and intervention plans, particularly in relation to the safety and wellbeing of children and young people. To improve, managers need to take a consistent approach to supervision and the countersigning of assessments. The current template used for supervision is generic and used across children's social care. This should be revised to focus more sharply on YOT work and responsibilities.

All managers are responsible for quality-assuring work and giving feedback to staff. Audits are undertaken to assess the quality of practice on a bi-monthly basis. Managers recently delivered a workshop on intervention-planning and reviewing, having identified this as an area that required improvement.

Volunteer referral order panel members have received an induction into the role and completed training in 'Panel Matters', restorative justice and safeguarding. Panel members confirmed that the referral order process generally runs smoothly and is well organised. Panel members review referral order panel reports before meetings so that they are familiar with the child or young person's circumstances. At least one panel member remains consistent on initial and subsequent review panels. This

provides continuity for children and young people and enables progress to be seen more clearly.

The YOT has one victim worker, who leads on delivering restorative justice work. To ensure they remain up to date with best practice, they attend quarterly meetings with their counterparts across the North West. In 2017, the YOT successfully achieved the Restorative Service Quality Mark, which is awarded by the Restorative Justice Council.

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

During the inspection, staff reported that services to help keep children and young people safe were not always available. We also noted gaps in service availability. Half of the YOT referral order panel members we consulted with felt that the YOT does not always have access to the resources it needs to help children and young people stay out of trouble. A range of services are available in Sefton, many of which are personalised and responsive. Third-sector organisations and commissioned services in the borough offer good provision; however, we identified some limitations in the support offered by specialist and statutory services.

The provision of seconded staff to the YOT has been inconsistent. There are two seconded police officers who are co-located with the YOT. They provide timely and detailed information to help to assist with assessment of risk and safety and wellbeing. However, the seconded probation officer post is currently vacant.

Additionally, for the past six months, the YOT has been without a nurse. This has recently been rectified, and there is now access to three nurses, shared with the looked after children service. Access to Child and Adolescent Mental Health Services (CAMHS) has been an on-going challenge. YOT children and young people are prioritised for CAMHS services but still face an 18-week wait for an appointment. This is significant, considering that emotional and mental health needs were identified during this inspection as factors affecting desistance for many children and young people.

The Venus project is a new local initiative, funded by Liverpool Clinical Commissioning Group (CCG) to offer therapeutic interventions to children and young people. It will work specifically with young people who receive out-of-court disposals. The project has links to CAMHS and liaison and diversion services, and these will be developed as the project becomes more established. The Venus project began in January 2019. Although it is in its infancy, some YOT referrals have already been made. This new provision, while a positive development, does not replace the need for the specialist and acute services provided by CAMHS.

Inspectors noted that there was a significant need for substance misuse services within the YOT cohort. We were therefore pleased to find that there is swift access to interventions from Addaction, which is a commissioned service. Most children and young people are seen within five days of a referral being made.

During the inspection, we saw some excellent examples of joint safeguarding work that was effective and made a difference to children and young people. However,

this was not always consistent. Almost all YOT staff we spoke to were confident about the thresholds applied by children's social care (CSC) teams, but inspectors did not share this view in all cases. We found that CSC's rationale for closing cases was not always clear. The YOT and CSC have an escalation process in place, which would help to address any barriers if it were applied consistently.

The borough has seen a significant increase in serious organised crime in recent years, which raises concerns in terms of risk of harm and risk to the safety and wellbeing of children and young people. In Sefton, Catch 22 delivers services to support those affected by serious youth violence, and there is a clear referral pathway in place to enable the YOT to access its services swiftly. We identified some good collaborative work done by YOT staff and Catch 22, with positive outcomes for young people being achieved.

Arrangements with some statutory partners, providers and other agencies are established and maintained. The Multi-Agency Risk of Serious Organised Crime group (MARSOC) maps and analyses the activity of organised criminal gangs, helping the YOT to manage risk by providing it with information. The YOT holds weekly multi-agency risk and welfare management meetings to discuss any cases that are causing concern and ensure that plans are put in place to manage risk.

The Multi-Agency Child Exploitation (MACE) panel in Sefton has recently been expanded to include young people at risk of criminal as well as sexual exploitation. This is a positive development, and a response to what is recognised locally and nationally as an escalating issue. The YOT manager is well connected at a strategic level, meeting regularly with the LSCB, the Sefton Safer Community Partnership, corporate parenting and the health and wellbeing board. It is positive to see that the partnership is developing a serious youth violence strategy, which will create a shared understanding of the issues and an agreed response to them.

The challenges in terms of education provision for children and young people were highlighted earlier in this report. YOT staff describe excellent relationships with some schools and the local pupil referral unit. Communication and joint working are reported to be effective. However, the partnership needs to improve its work in this area so that it responds systematically to the need for educational provision for all children and young people. The YOT has an education adviser, who offers advice and guidance to post-school-age young people, and YOT staff feel that the service offered supports them in their work.

The YOT has a good understanding of local patterns of offending and offence types and has used this knowledge to inform training plans. The AIM training was delivered in response to a rise in sexual offending. However, at a practice level, the service should undertake a comprehensive analysis of the profile of children and young people, their desistance needs and factors that affect their safety and wellbeing and risk to others. This analysis would assist the YOT and its partners in reviewing what services are being delivered, identifying any gaps and ensuring provision is properly targeted.

The YOT has a good relationship with the local youth court in Sefton and sentencers have a high level of confidence in its services, which they feel have steadily improved. The court recognises the benefit of a YOT court officer being located at the centralised youth court. Its feedback states: *"The expertise of the YOT is appreciated by the legal advisers and justices based at Liverpool"*.

Inspectors identified an emerging area of good practice in relation to parenting work in Sefton. A multi-agency audit completed in 2016/2017 identified that intergenerational childhood adversity was a common theme among families involved with services. As a result, staff have been trained to deliver a targeted programme to address these specific issues. The programme has been piloted and feedback from parents who engaged has been excellent. The programme is being funded by the Police and Crime Commissioner, and funding has been agreed for the next 12 months. The programme is being evaluated by Liverpool John Moores University.

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.	

The YOT has a suite of policies and procedures in place to enable it to deliver a quality service. Some documents require updating, and this is in progress. Staff know how to access the relevant policies and procedures and are familiar with their content. The referral pathways to services and partnership agencies are also well understood by staff.

In Sefton YOT, children and young people are seen at home or in other suitable community venues wherever possible. Locations that are used frequently, such as the Netherton Activity Centre, are safe, child-friendly environments that are accessible to young people. The new office, which is opening in Southport, is centrally located with good transport links. Referral order panel meetings are held in three locations: Bootle Town Hall, Formby Leisure Centre and Southport Town Hall. There is flexibility and access to a variety of community venues, in line with referral order guidance.

The new locality model is supported by the introduction of agile working, which staff have embraced. They are issued with laptops, which means they can work from a variety of settings while still being able to plan, deliver and record their work in a timely way. On the whole, staff feel positive about the new way of working. They welcome the opportunity to be co-located with a variety of colleagues from other services, and feel this provides more opportunities for information-sharing and learning. There was slight concern among some staff that there will be a loss of 'soft intelligence' sharing between YOT colleagues. The management team plans to respond to this by arranging weekly team meetings for all YOT staff.

The YOT uses the Childview database. This effectively supports the work of staff, who also have access to the children's social care systems to help them gather information for assessments. The YOT seconded police officers can input directly into the YOT case management system and also provide staff with timely information using police systems and databases.

The Childview management information system enables the YOT management team to produce data reports on a monthly, quarterly and ad hoc basis. Sefton Council's data and information services are soon to be centralised and this will include the function to produce YOT information. YOT managers recognise this as an opportunity to review and revise all current reports and datasets.

Since the national process for reporting and monitoring serious further incidents related to children and young people known to YOTs is no longer used, Sefton has decided to include any such cases within its established serious case review (SCR) system.

The YOT asks all parents and children for feedback at the end of their intervention. It plans to devise a text survey using the outcome star model to improve its understanding of the experience of those receiving services. The YOT intends to analyse more broadly the information received to help it improve its services and effectiveness. We received 18 responses to the survey we sent to children and young people and their parents/carers. Overall, feedback was very positive. Parents felt supported by the YOT and children felt understood and listened to.

Summary

Strengths:

- The YOT Management Board recognises, and is committed to, improving oversight and scrutiny of the performance of the YOT and partnership.
- The YOT has a good working relationship with the court and the court has confidence in the services delivered.
- The YOT has access to commissioned services and voluntary organisations to support it in its work.
- Staff develop and maintain effective relationships with children and young people.

Areas for improvement:

- The Board needs better and more nuanced data so it can fully understand the offending profile and needs of children and young people.
- Access to specialist services such as CAMHS takes too long.
- The educational needs of children and young people need to be fully understood and acted upon.
- Management oversight needs to be effective to maintain the quality and standard of work delivered to children and young people.



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

Overall, assessment requires improvement. There were some areas where assessments were good, but there was an absence of analysis and consideration of the broader issues that may impact on the safety and wellbeing of children and the risk of harm they might pose to others.

Assessments considered any structural barriers facing the child or young person that may affect their desistance, and attention was paid to understanding their maturity, motivation and likelihood of engaging with the court disposal. Staff consistently considered the diversity and wider context of the child or young person.

An inspector made the following observation about a case:

“The worker clearly identified factors for and against desistance, including areas such as family, which contained both positive and negative factors. There was a clear understanding of the challenges that the young person faced due to inconsistent parenting, and how stability could lead to a positive change. This was a well-balanced assessment”.

In 16 out of 24 assessed cases, there was sufficient analysis of offending behaviour, including the child or young person's attitudes to, and motivation for, their offending. In almost all cases the assessment focused on the child or young person's strengths and protective factors. We were pleased to find that in 92 per cent of cases the child or young person and their parents or carers were meaningfully involved in the assessment process, and their views were considered.

The factors that were most related to a child or young person's offending were lifestyle, education, training and employment (ETE), and substance misuse. In a large majority of cases, the assessment sufficiently analysed how to address these factors and support desistance.

In a high proportion of cases, we found the assessment of the risk of harm to others was done well. Assessments analysed controls and interventions to manage the risk of harm presented. Case managers drew sufficiently on available sources of information, including past behaviour and convictions, and involved other agencies appropriately. In most cases, the inspector agreed with the assessed risk level at the start of the sentence.

We found that, in almost all relevant cases, sufficient attention was given to the needs and wishes of the victims, and opportunities for restorative justice were considered.

Assessment of the child or young person’s safety and wellbeing required substantial improvement. Assessments were done well enough in just over half of the cases. In a third of cases, assessments did not draw sufficiently on available sources of information, including other assessments, and did not involve other agencies to analyse how to keep the child or young person safe. In a third of cases, we disagreed with the risk classification for safety and wellbeing of the child or young person at the start of the sentence, and considered that the risk level was under-estimated.

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

Planning to support desistance was done well in almost all cases. Staff considered diversity factors and took sufficient account of the child or young person’s maturity, and their ability and motivation to change. The child or young person’s strengths and protective factors were almost always recognised, and case managers routinely involved them and their parents or carers in planning.

There were good examples of the sequencing of plans, and planning generally reflected the issues that had been identified in assessments. There was evidence of collaboration in developing plans with young people. In some referral order records, there were both referral order panel contracts and AssetPlus plans. These were not always the same and it was not clear which was driving the intervention.

Planning focused sufficiently on keeping other people safe in around three-quarters of cases. Other agencies were involved in risk-planning in over half of the cases, and most plans set out necessary and effective contingency arrangements to manage the risks identified. Planning addressed specific concerns and risks related to actual and potential victims in three-quarters of cases. Necessary controls and interventions to promote the safety of other people were evident in most cases.

Planning to promote the safety and wellbeing of the child or young person was inadequate. Other agencies were not always involved where this would have been appropriate, and the YOT’s plans were not sufficiently aligned with other plans, for example child protection or care plans. The necessary controls and interventions to promote the safety and wellbeing of the child or young person were evident in only half of the inspected cases. Contingency planning for safety and wellbeing was weak. It was not clear what actions would be taken and by whom should there be an escalation in concern.

An inspector noted:

“The child was a child in need, but still it was not clear what the child in need plan was. The planning around keeping him safe did not involve the young person’s social worker enough. The plan didn’t go far enough in terms of ensuring the safety and

wellbeing of the child, so if it was implemented, it would have been unlikely to have made a difference”.

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

Implementation and delivery of services were good overall, and work to support desistance was an area of strength. In almost all cases the YOT delivered the services most likely to support desistance. It was evident that staff focused on maintaining an effective working relationship with the child or young person and their parents or carers. In almost all cases service delivery reflected the diversity and wider familial and social context of the child or young person. It was clear that the case managers take a strengths-based approach to their work.

There was evidence that case managers encourage the child or young person’s compliance with their court order. When children did not comply with the requirements of their order, case managers took appropriate enforcement action in all but one case. In most cases service delivery promoted opportunities for community integration, including access to services post-supervision.

One inspector noted:

“The work was undertaken by a delivery worker. It was evident that he was experienced and skilled in working with young people, particularly those who struggle to engage. The delivery worker identified Jack’s protective factors quickly, and used these as a hook to begin working with him. Anger management work was delivered in a trauma informed manner, the delivery was tweaked to incorporate identity issues, a victim empathy session was delivered and the end result was much more positive than expected”.

Interventions to promote the safety and wellbeing of children and young people were done well in 61 per cent of cases. The coordination of organisations in delivering interventions to keep children and young people safe was insufficient in half of the cases assessed. Overall, the YOT must improve the work it does with children and young people to ensure that their safety is prioritised and that the wider risks to their wellbeing are recognised and attended to.

It was apparent that some cases were discussed at risk and welfare management meetings. Guidance and input from MACE were also evident. In some cases, we found that applying the YOT/CSC escalation policy would have been appropriate. When staff encounter barriers to interventions being delivered, or when decisions made by other agencies require clarity or challenge, case managers should be encouraged to routinely follow the escalation process.

The safety of other people was supported effectively by services delivered in 77 per cent of cases. Sufficient attention was given to keeping actual and potential victims safe in most cases. However, opportunities to involve other agencies in managing the risk of harm were missed in a quarter of cases.

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

There was appropriate focus on supporting the child or young person's desistance in in most cases and reviewing continued to build on strengths and protective factors. Motivation and barriers to engagement were considered in just over three-quarters of cases and parents and carers were included in the reviewing process. In most cases, reviewing was responsive and led to necessary adjustments to the plan of work to support desistance.

The following was noted as an example of good practice:

“Reviewing was frequent and detailed the progress against key desistance factors. The young person, his social worker and both previous and current care staff were all involved in constant review (both formal and informal) with a number of reviews completed following dynamic changes in risk and safety and wellbeing status. The referral order review panel process also allowed for progress to be effectively monitored in relation to the specific circumstances of the young person”.

Reviewing focused sufficiently on keeping the child or young person safe in most cases where this was required. There was evidence of effective information-sharing with other agencies and responsivity to change in 75 per cent of cases.

As with assessment and planning, reviewing needs to improve to ensure it focuses on keeping children and young people safe. We found that this was done sufficiently well in only in 59 per cent of cases. Reviewing did not always lead to the necessary adjustments to the ongoing plan of work to promote the safety and wellbeing of the child or young person.

Overall, reviewing focused sufficiently on keeping other people safe in 61 per cent of cases and did not result in necessary adjustments being made in a third of cases.

Summary

Strengths:

- The quality of assessment is strongest in relation to the evaluation of desistance and risk of harm to others.
- Good relationships that support effective engagement are developed between children and young people and YOT staff.
- The needs and wishes of victims are routinely considered in all elements of court disposals.
- There is a high level of engagement with parents or carers and their views are considered.

Areas for improvement:

- The risks to safety and wellbeing are underestimated in assessments.
- Barriers to service delivery should be routinely escalated to management.
- The YOT should involve other agencies in managing risk of harm to others and risks to the safety and wellbeing of children and young people.
- Managers' oversight of work needs to be more rigorous.

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

Sefton supports assessments and planning for out-of-court disposals with a tool based on 'Signs of Safety', a strengths-based approach. The tool is proportionate to the disposal and fits with the aim of diverting children and young people from the criminal justice system at the earliest opportunity. However, we found that the tool had substantial limitations.

HMI Probation recognises the value of a strengths-based approach to diversionary and prevention work; it is essential that interventions are delivered with a full understanding of any factors relating to safeguarding and risk of harm to others. The tool did not allow for the classification and recording of risk of harm and safety and wellbeing. These factors, along with desistance, need to be considered holistically in all cases. Further information about this can be found in our inspection standards and in our thematic inspection of out-of-court disposal work.

The limitations of the assessment tool have primarily affected our judgements in relation to the assessment and management of risk of harm to others and the assessment and management of risk to the safety and wellbeing of the child or young person. The assessment of desistance should not have been affected by the identified shortcomings of the assessment tool, but it was evident that overall assessments completed on out-of-court disposals were not as strong as those on court disposals. Assessments lacked analysis and did not consider wider issues that might affect the child or young person and their offending.

An inspector noted:

“This is a case where the young person was not known to any other agencies, had great school attendance, no issues with home life and was arrested for possession of a small amount of cannabis. Whilst on the surface there are no significant issues, he discloses that his Latvian nationality prevents him from fitting in at school, and the offence was committed when he was in the company of three 16-year-olds, raising concerns as to why he is associating with older boys who are encouraging offending. This is not analysed any further, missing an opportunity to properly safeguard this child”.

We found that there was sufficient analysis of offending behaviour in just under half of the cases inspected. Consistent with court work, inspectors found that assessments focused on the child or young person's strengths and protective factors in almost all cases. Equally, the child or young person and their parents/carers were meaningfully involved in their assessment, and their views were considered in all but one case.

Assessments to manage the risk of harm to others were done well enough in 20 per cent of cases and the results for the assessment of safety and wellbeing were similar. This was largely due to the absence of any assessment of these factors. Assessments drew on available sources of information, including previous assessments and other evidence of behaviour, in just 33 per cent of cases, meaning that the circumstances of the child or young person were not always known or understood.

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

Planning focused on supporting the child or young person’s desistance in two-thirds of inspected cases. Diversity issues and the wider familial and social context of the child or young person were considered in only 60 per cent of cases. However, the involvement of the child or young person and their parent or carer was an area of strength and evident in most cases.

In one case, the following was noted:

“The plan was well sequenced and addressed the need to help the young person understand the impact of their behaviour on others. It was positive to see a restorative meeting between the victim and the young person planned as part of the intervention”.

In 80 per cent of cases planning was proportionate to the disposal type, with interventions capable of being completed within appropriate timescales. Consideration given to the needs and wishes of victims as part of the planning process was evident in a third of the relevant cases.

Planning to address the child or young person’s safety and wellbeing and risk of harm was weaker than planning focused on desistance. It was done well enough in less than half of the cases. Plans focused on keeping the child or young person safe in just 40 per cent of cases. In one case there was no evidence of children’s social care being included in the plan, even though the child was looked after by the local authority.

Planning to keep other people safe was also weak. There were insufficient contingency arrangements or external controls in place to protect people and other agencies were not involved in planning arrangements often enough.

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

In two-thirds of the cases inspected we found that the services delivered were those most likely to support desistance, with sufficient attention given to sequencing and the available timescales. Delivery reflected the diversity and wider familial and social context of the child or young person, involving parents or carers or significant others in most cases. Work with children and young people to maintain their engagement was strong and there was good evidence that this was supported by opportunities for community integration, including access to mainstream services. Overall work focused on desistance in the delivery of out-of-court disposals was an area of

strength. We found that, in three-quarters of cases, interventions were proportionate to the type of disposal.

Good practice was noted in the following case:

“The worker had a thorough understanding of the child's needs and how they impacted on his offending and engagement. He listened to the child, for example, when he said that he could not relax in a YOT office with no windows. The worker adapted the intervention delivery to undertake the session in the family home, in a bright room with a large table where there was privacy. The young person was diagnosed with autism and attention deficit hyperactivity disorder, and had special educational needs and other complex issues. The approach to intervention took this into account and this child engaged fully”.

Overall, the delivery of services to keep the child or young person safe was effective in 60 per cent of cases. Involving other organisations in keeping young people safe, when it was appropriate to do so, did not happen in 40 per cent of cases. This meant that the YOT did not use all available opportunities for joint working to strengthen interventions and manage safeguarding concerns.

Services to address and manage the risk of harm to others were better than those focused on addressing safety and wellbeing. We found that victim issues were only considered in half of the cases we assessed, meaning that opportunities for restorative justice were missed. However, overall, we were satisfied in all but one case inspected that services supported the management of risk of harm to others.

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

Joint working with the police was good and there was an effective joint decision-making panel to support the diversion scheme. The process by which recommendations and decisions were made was clear to inspectors. Staff carried out a thorough screening to inform the decision-making process, using various sources of information, including police and children's social care records. The YOT victim worker regularly attends the panel meeting, which is chaired by an operations manager. The liaison and diversion worker has also recently started to attend, which means health records can be accessed during the meeting as well as feedback from any assessments undertaken at the police station when the child or young person was arrested.

The YOT's recommendations for out-of-court disposal outcomes, conditions and interventions were appropriate and proportionate in almost all cases. In three-quarters of cases it was clear that the YOT made a positive contribution to determining the disposal; recommendations made were sufficiently well-informed, analytical and personalised to the child or young person.

We saw evidence in only half of the cases that staff gave sufficient attention to the child or young person's understanding, and their parents' or carers' understanding, of the implications of receiving an out-of-court disposal. This does not comply with best

practice and national guidance. We were pleased to see that there is an external scrutiny process in place that involves the police and members of the youth court bench and which holds the YOT to account for its decision-making processes in relation to out-of-court disposals.

Overall, we found that YOT worked effectively with the police in implementing out-of-court disposals in 82 per cent of cases. The YOT routinely informed the police of progress and outcomes in almost all relevant cases in a timely manner. Staff gave sufficient attention to compliance with and enforcement of conditions.

Summary

Strengths:

- Out-of-court disposal work is appropriately focused on diverting children and young people away from offending.
- Thorough screening assessments, including information from other agencies, underpin the decision-making process.
- Work to encourage the child or young person's desistance focuses clearly on developing their strengths and resilience.
- Restorative justice work is delivered in some out-of-court cases, despite the challenges caused by short timescales.

Areas for improvement:

- Shortcomings in the assessment tool used for many out-of-court disposals means that not enough attention is given to the safety and wellbeing of children and young people.
- Planning and delivery of interventions can be too narrow, not always reflecting the factors that were present in the case.
- Children and young people and their parents or carers should be fully aware of the implications of receiving an out-of-court disposal.
- The YOT should ensure that other agencies are involved in assessments and interventions where appropriate.

Annex 1 – Methodology

The inspection methodology is summarised below, linked to the three domains in our standards framework. Our focus was on 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 YOT 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 10 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.

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 5), 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. 40 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 5), 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>	Requires improvement
<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>	Requires improvement

- 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?
- 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 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.	Requires improvement
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- 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 Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	Requires improvement
2.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	67%

2.1.2. Does assessment sufficiently analyse how to keep the child or young person safe? 54%

2.1.3. Does assessment sufficiently analyse how to keep other people safe? 71%

2.2. Planning Inadequate

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? 43%

2.2.3. Does planning focus sufficiently on keeping other people safe? 73%

2.3. Implementation and delivery Good

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

2.3.1. Does the implementation and delivery of services effectively support the child or young person's desistance? 83%

2.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person? 65%

2.3.3. Does the implementation and delivery of services effectively support the safety of other people? 77%

2.4. Reviewing Requires improvement

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

2.4.1. Does reviewing focus sufficiently on supporting the child or young person's desistance? 79%

2.4.2. Does reviewing focus sufficiently on keeping the child or young person safe? 59%

2.4.3. Does reviewing focus sufficiently on keeping other people safe?	61%
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3. Out-of-court disposals

Standards and key questions	Rating and % yes
3.1. Assessment	Inadequate
Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	
3.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	60%
3.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	20%
3.1.3. Does assessment sufficiently analyse how to keep other people safe?	20%
3.2. Planning	Inadequate
Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.	
3.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?	53%
3.2.2. Does planning focus sufficiently on keeping the child or young person safe?	40%
3.2.3. Does planning focus sufficiently on keeping other people safe?	50%
3.3. Implementation and delivery	Requires improvement
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	
3.3.1. Does the implementation and delivery of services effectively support the child or young person's desistance?	60%

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| 3.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person? | 60% |
| 3.3.3. Does the implementation and delivery of services effectively support the safety of other people? | 75% |

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

- | | |
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| 3.4.1. Are the YOT's recommendations sufficiently well-informed, analytical and personalised to the child or young person, supporting joint decision-making? | 73% |
| 3.4.2. Does the YOT work effectively with the police in implementing the out-of-court disposal? | 82% |

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.
Community Resolution	Used in low-level, often first-time, offences where there is informal agreement, often also involving the victim, about how the offence should be resolved. Community Resolution is generic term; in practice many different local terms are used to mean the same thing.
Court disposals	The sentence imposed by the court. Examples of youth court disposals are referral orders, youth rehabilitation orders and detention and training orders.
CP	Child protection: work to make sure that all reasonable action has been taken to keep to a minimum the risk of a child experiencing significant harm.
CSE and CE	Child sexual exploitation is a type of child abuse, occurring when a child or young person is encouraged, forced or manipulated to take part in sexual activity in return for something, for example presents, drugs, alcohol or emotional attention. Criminal exploitation occurs when children and young people are exploited, forced or coerced into committing crimes.
Desistance	The cessation of offending or other antisocial behaviour.
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.
HMIP	Her Majesty's Inspectorate of Probation.
HMIP	Her Majesty's Inspectorate of Probation.
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.
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.
RO	Referral order: a restorative court order which can be imposed when the child or young person appearing before the court pleads guilty, and where the threshold for a youth rehabilitation order is not met.
Safeguarding	A wider term than child protection and involves promoting a child or young person's health and development and ensuring that their overall welfare needs are met
Risk of Serious Harm	Risk of Serious Harm (ROSH) is a term used in AssetPlus. All cases are classified as presenting either a low/medium/high/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 to determine the classification level. This helps to clarify the distinction between the probability of an event occurring and the impact/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.
Safeguarding	Safeguarding is a wider term than child protection. It 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 well-being concerns. It is defined as "...those outcomes where the young person's safety and well-being may be compromised through their own behaviour, personal circumstances or because of the acts/omissions of others" (<i>AssetPlus Guidance</i> , 2016).
YOT	Youth Offending Team 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.
YOT Management Board	The YOT Management Board holds the YOT to account for achieving its primary aim of preventing offending by children and young people.



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