



An inspection of youth offending services in

Dudley

HM Inspectorate of Probation

JUNE 2019

This inspection was led by HM Inspector Mike Lane, 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.

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Contents

Foreword	4
Overall findings	6
Summary of ratings	8
Recommendations	9
Introduction	10
Contextual facts	11
1. Organisational delivery	12
1.1 Governance and leadership	12
1.2 Staff	13
1.3 Partnerships and services	14
1.4 Information and facilities.....	16
Summary.....	17
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	23
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	28
Annex 3 – Glossary	33

Foreword

This inspection is part of our programme of youth offending team inspections. As planned, we have inspected and rated Dudley Youth Offending Service (YOS) across three broad areas: the arrangements for organisational delivery, and the quality of both court and out-of-court disposal work. We have given Dudley YOS an overall rating of 'Requires improvement'.

Our inspectors found some significant areas of good practice, particularly in relation to planning and delivery of work to support young people's desistance from offending. But as with many of the other areas we have inspected, Dudley's overall rating has been pulled down by the quality of its work to keep people safe. This needs to improve, specifically in relation to the way the risks to a child or young person's safety and wellbeing and their risk of harm to others, are assessed and ensuring that all risks are reviewed and managed effectively.

The inspection found that there is appropriate senior management representation of the YOS at strategic boards. The service's Management Board members, however, are not fully aware of their role and advocacy responsibilities, and there is a lack of understanding, by some, of the function, data and performance of the service.

Staff report that their workloads are reasonable and that their supervision has improved. Feedback on the training they are offered through a local Centre for Professional Practice was very positive.

The YOS has recently increased its focus on preventative work and this is to be welcomed. Children and young people can access a range of services including good access to CAMHS services; a speech and language worker and counselling and mentoring.

However, education provision is poor for children known to the YOS, and it has not had the strategic attention that it merits. The number of young people known to the YOS who are not in education or training is high and children are offending at times when they should have been at school. If children are to receive their statutory entitlement to education and access to high-quality education and training services, then the Board and the partnership must gain a better understanding of the needs of the children and young people for whom it is responsible. This includes strengthening the partnership's use of performance reports and analysing data in order to influence future service delivery.

Desistance work is an area of strength for the YOS and is outstanding in some respects. Motivated staff work effectively with children and young people, focusing on maintaining a positive working relationship and considering their motivation and engagement levels when planning interventions.

Work on out-of-court disposals is not embedded within an agreed process or pathway; as a result, the rationale for decision-making is not clear, and on occasions is inappropriate. The partnership needs to develop a protocol which clarifies the process and includes a performance management system to monitor the effectiveness of this area of work.

We believe a future rating of 'Good' for Dudley YOS is achievable if it continues on its improvement journey. I hope the recommendations in this report, will assist the service in building on its strengths and focusing on the areas for improvement.

A handwritten signature in black ink that reads "Justin Russell". The signature is written in a cursive, flowing style.

Justin Russell
Chief Inspector of Probation

Overall findings

Overall, Dudley Youth Offending Service (YOS) is rated as: **Requires improvement**. This rating has been determined by inspecting the youth offending services 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:

- There is appropriate senior management representation of the YOS at strategic boards.
- There has been an independent review of health provision for the service. This shows the interest of health partners in providing a comprehensive service to the YOS.
- Staff are motivated and understand the needs of the children and young people with whom they work.
- Management Board members are not fully aware of the role and advocacy responsibilities of the Board, and there is a lack of understanding by some about the function, data and performance of the YOS.
- Education provision is poor and has not had the strategic attention that it merits.
- The out-of-court process is not embedded in any protocol, the rationale for decision-making is not clear and the effectiveness of this area of work is not monitored.
- Performance management and data analysis information is not shared across the partnership and so cannot be used to influence services to children and their families.

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

- When evaluating desistance practice, we found the quality of assessments, planning, delivery of services and reviewing to be outstanding.
- The views of the child or young person and their parents or carers are considered, and case managers are focused on maintaining an effective working relationship with them.
- Staff take account of the diversity and wider social context of the child or young person.

- Case managers do not consider all potential risk factors when assessing a child or young person's safety and wellbeing, and do not respond to changes in risk factors relating to risk of harm to others.
- Staff do not coordinate the involvement of other organisations in work relating to risk of harm to others, and contingency arrangements are not in place to manage identified risks.
- Reviews do not lead case managers to update assessments or change the priorities in plans to reflect new circumstances.



Out-of-court disposals

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

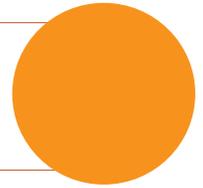
- Planning interventions to support work related to desistance is outstanding, with staff paying attention to appropriate timescales and sequencing.
- Case managers enable children and young people to comply and ensure that all those involved understand the implications of receiving an out-of-court disposal.
- Once the out-of-court disposal is delivered, there is evidence of effective work between the YOS and the police.
- The out-of-court disposal panel has a review process which gives children, their families and the agencies involved the opportunity to assess progress and set new goals where needed.
- The rationale for the out-of-court decision-making process is not clear, and in some cases, is not appropriate.
- An assessment is not completed in every case, and a child or young person's risk of harm or safety and wellbeing is not sufficiently considered.
- Assessments to keep other people safe are not completed within an appropriate period following the start of the disposal.
- There is little evidence of any restorative justice work being completed with young people subject to an out-of-court disposal.

Service: Dudley Youth Offending Service

Fieldwork started: April 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	Good	

2. Court disposals

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

3. Out-of-court disposals

3.1	Assessment	Inadequate	
3.2	Planning	Requires improvement	
3.3	Implementation and delivery	Good	
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 Dudley. This will improve the lives of the children in contact with the YOS, and better protect the public.

The Chair of the YOS Management Board should:

1. work with Management Board members, so that they understand their role, and the function, data and performance of the YOS, to enable them to advocate on behalf of children and young people known to the service.

The YOS Management Board should:

2. make sure that all children and young people who are known to the YOS receive their statutory entitlement to education and access to high-quality education and training services which are matched to their needs and interests
3. develop an out-of-court protocol which clarifies the rationale for decision-making and includes a performance management system to monitor the effectiveness of this area of work
4. strengthen the partnership's use of performance reports and data analysis, in order to influence future service delivery.

The YOS Manager should:

5. enable staff to assess accurately the risk to a child or young person's safety and wellbeing, and risk of harm to others, and make sure that all risks are reviewed and managed effectively.

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 of these aspects of YOSs.

YOSs are statutory partnerships, and are multidisciplinary, 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 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.

The Metropolitan Borough of Dudley sits within the Black Country and forms part of the wider West Midlands conurbation. The Borough of Dudley is made up of five main clusters – namely, Stourbridge, Halesowen, Dudley Central, Dudley North and Brierley Hill. The improvement journey for the borough started following an Ofsted inspection in January 2016 which rated children’s services as ‘Inadequate’. Over the course of the last three years, there has been a comprehensive programme of improving and modernising practice, which resulted in an Ofsted judgement of ‘Requires improvement’ in November 2018. The YOS has been part of this wider improvement programme across children’s services.

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 high-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 youth offending teams and partnership working.

² HM Inspectorate’s standards are available here:

<https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/our-standards-and-ratings/>

Contextual facts

First time entrant
(rate per 100,000)

291

Dudley
YOS ³

291

West
Midlands

248

England and
Wales

Reoffending rates

35.7%

Dudley YOS ⁴

40.9%

Average for England
and Wales

Caseload information ⁵

Race/ethnicity

White

Black and minority ethnic

Dudley	77%
West Midlands	67%
England and Wales	71%

Dudley	23%
West Midlands	30%
England and Wales	26%

Gender

Male

Female

Dudley	78%
West Midlands	84%
England and Wales	84%

Dudley	22%
West Midlands	16%
England and Wales	16%



Crime rates ⁶

Total recorded crime
(rate per 1,000 households)

84.4

West Midlands
Police

86.4

England and Wales

³ Youth Justice Board. (2018). *First-time entrants, October to September 2018*.

⁴ Ministry of Justice. (2019). *Proven reoffending statistics, April 2016 to March 2017*.

⁵ Youth Justice Board. (2018). *Youth justice annual statistics: 2016-2017*.

⁶ Office for National Statistics. (2019). *Crime in England and Wales*. Table P3.

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.	

Dudley YOS sits within the Family Solutions Service, which leads the partnership on early help and prevention. The service manager for integrated youth support has strategic oversight of the YOS, as well as a range of other youth support services, including: Connexions, targeted youth workers, 'edge of care' services and children who go missing from home, care and education. In May 2018 a multi-agency early help initiative was developed. This was as a direct response to YOS caseloads decreasing but there being an increase in knife crime and partners recognising something had to be done to address this issue. Therefore, the 'early help' pathway was developed, and the YOS took on preventative cases alongside its court work and out-of-court cases. This meant changing the focus of the team to less silo working, being more child centred and moving away from punitive interventions. The rise in known gang activity and knife crime has raised the profile of the YOS and there is a greater focus by the partnership on the YOS strategy because of these concerns. Links with social care are improving and the early help offer is getting better as the services become more integrated.

The YOS Management Board includes most statutory partners, although the Community Rehabilitation Company is not represented on the Board and the National Probation Service contribution is not consistent. There are also some non-statutory partners – for example, the Fire Service. Some agencies are more active in supporting the YOS, and work needs to be done to educate Board members on their role, responsibility and advocacy, to improve their ability to ask challenging questions of the service. This is accepted by the Chair of the Board, who acknowledges that there have been no recent Board development days and few visits to the YOS by Board members to observe the work of the service. The Board terms of reference need reviewing, and there is no induction for new Board members. This has resulted in a disconnect between the strategic elements of the YOS partnership and operational reality, with a lack of understanding, from some Board members, about the function, data and performance of the service.

The Board does, however, recognise that, because of poor results, the health outcomes of children known to the YOS need to improve. There has recently been an independent review of health provision for the service. This shows the interest of health partners in providing a comprehensive service to the YOS. The review has reinforced the strength of the health provision and there is now an acceptance that information needs to be shared more effectively across the partnership.

The lack of proper education provision in Dudley is a serious issue that has not had the strategic attention it merits. The number of children known to the YOS who are not in education, training or employment is high, and there is a waiting list for the

pupil referral unit. Despite this poor provision, until recently there was no education representative on the YOS Management Board, although this has now been rectified. YOS staff have been tutoring children in literacy and numeracy, which clearly is not their role, and children are offending during times when they should have been at school.

The partnership acknowledged that poor education provision in Dudley is a long-standing issue, and although work is ongoing to remedy this at strategic and operational levels, there is an acceptance that progress has been too slow. From a school's point of view, the pilot Team Around the School project has been a breakthrough in providing a multi-agency approach to school exclusions. Agencies work together with targeted children, their families and the school to provide services to ensure that children can remain within school and continue their education. An inclusion strategy is being developed which contains a consultation paper targeting families whose children have been permanently excluded. The YOS is creating panels with schools, to try to improve provision on an operational level. Overall, however, if children and young people are to receive the quality of educational provision that they are entitled to, this issue needs to be prominent on all strategic boards until a positive result is achieved.

There is appropriate senior management attendance to represent the YOS at strategic boards, including Safe and Sound Community Safety and Local Safeguarding Children Board meetings, and the Chief Executive is sighted on YOS business. The interaction between the YOS Management Board, the management team and frontline staff needs to improve, however, so that everyone understands the priorities for the service, and how these influence 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.	

The YOS has experienced a high staff turnover and it has taken time to work through some difficult staffing issues. Since 2018, however, there have been improvements in processes and practice. By summer 2019, the team should be fully staffed, with five new practitioners having started over the past couple of years.

Staff report that their workloads are reasonable and, although varied, are equitable. Recent reductions in post-court work, coupled with a move to a more preventative early help structure, means that they are undertaking more generic work, with a higher proportion of out-of-court disposals. Some staff are unclear as to how work is allocated, while others are aware of a workload spreadsheet which they can access. Staff stated that there are contingency plans to cover cases and work when there is sickness, with an open-door policy to managers.

Staff present as motivated and have an understanding of the needs and profile of the children and young people with whom they work. They demonstrate good advocacy skills for children, especially for those who are not receiving the educational support they need. Staff feel that their views are heard and that this has helped to effect positive change within the culture and morale of the YOS.

Towards the end of 2018, owing to a lack of management capacity, staff did not always get regular supervision. Following the recent recruitment of managers,

however, staff are now supervised and report feeling enabled to deliver a more personalised and high-quality service for young people. Managers, both within the YOS and in host organisations, are viewed as supportive, and offer opportunities for informal consultation. Team meetings are used as an effective way of communicating with staff.

Staff from partnership agencies receive supervision both from YOS managers and their home agency. An example of this is Child and Adolescent Mental Health Services (CAMHS), which provide clinical and case supervision to the clinical nurse specialist who works half-time for the YOS and half-time for the local CAMHS, with the YOS having day-to-day line management. The school nurse receives clinical supervision from her line manager as well as from the safeguarding nurse because of the complexity of the cases she works with.

There is a diverse range of volunteers who have been trained in a restorative practice approach, some of whom are very experienced and some new to the role. There is a regular volunteers meeting, where they are updated about developments and receive training in specific areas of practice.

There were positive comments from the staff group about the high-quality training delivered in several key subject areas. Dudley has a Centre for Professional Practice (CPP), whose function is to provide: policy development and review; auditing; training and development, including commissioning and sourcing training; and undertaking needs analyses for services. Its creation has placed the YOS within a new learning and development framework, which better aligns and integrates the service with wider children's services, and so increases its profile.

The CPP designed, in consultation with staff, a learning and development strategy, and it has undertaken a range of training, including restorative justice, safeguarding and working with children involved in gang-related activity. Both internal and external training courses can be accessed online or by attendance at courses. The YOS also provides coaching sessions to cover the core areas of work, and these have included desistance and contextual safeguarding.

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.	

The challenging profile of children in Dudley underlines the large range of issues for the YOS to address, including county lines, criminal exploitation, poor relationships, parents with substance misuse and mental health problems, robbery and violence offences and poor attainment at school. The issue of disproportionality has been considered by the partnership, as there is an overrepresentation of black and minority ethnic children and young people in the youth justice system. Action has been taken to address these concerns by, for example, making connections with the community and linking young people into local provisions; training the team, including in unconscious bias; and interventions about 'no comment' interviews with young people. There is no systematic approach across the partnership, however, to sharing performance information or analysing data to influence the design and delivery of services for all children and their families in the area.

There is a Serious Youth Violence Strategy in place and, as a result of the pilot Team around the School project, the multi-agency Dudley Integrated Violence and Exploitation Reduction Team (DIVERT) was created. This is a preventative initiative which aims to reduce antisocial behaviour, school exclusion, and offending and reoffending, and improve educational and wellbeing outcomes for children. There is also an adolescent risk panel to support the development of the partnership. Its members are decision makers who can commit resources and services for young people who have been assessed as high risk regarding their harm to others, their safety and wellbeing, or their risk of reoffending. The majority of children and young people discussed at this panel are known to the YOS. The YOS has in place an integrated safeguarding management panel which is multi-agency and manages all medium and high-risk cases regarding risk of harm to others and to a child's safety and wellbeing.

Children and young people can access a range of specialist services, and there are several partnership staff in the service, including a CAMHS clinician, school nurse, speech and language worker, probation officer and police officers. The Community Safety Partnership has secured funding through the Early Intervention Youth Fund which enables counselling and mentoring services to be provided.

The CAMHS clinician will undertake transitions into adult services if that is required, as well as providing preventative interventions to stop emotional and mental health issues escalating into more serious concerns. It is positive to note that there is no waiting list for CAMHS provision in the community. Staff report that access to substance misuse services is not as good, as there is no longer a dedicated worker who is co-located within the service.

For restorative processes, the victim worker completes letters of explanation and letters of apology with young people, and carries out shuttle mediation with victims. There have been direct meetings between young people and victims. When there is a complex case – for example, harmful sexual behaviour – then the decision on whether a restorative process is appropriate is taken, with the support of managers. Referral order panel members reported that they do not always receive the victim impact statement, however, and so they cannot hear the victim's views.

Staff are creative in developing reparation opportunities and ensure that these are educational. Sessions include gardening, soup kitchens, farming, creating posters and attending allotments. There are also a range of delivered interventions on both a one-to-one and group basis, including StreetDoctors, which is a knife crime intervention, a managing emotions programme and a motoring awareness course.

The out-of-court process is not embedded in any pathway or protocol document, and the rationale for the decision-making is not clear. There has been an acceptance by agencies that knife crime within school premises will result in the child or young person automatically receiving a youth conditional caution, and this may have had an impact on the number of first-time entrants, which has increased. With no framework in place, there has been no structure within which the partnership can challenge these outcomes. Partners accept that there are inconsistencies in this approach, and conversations with schools are now showing examples of how a different approach can be used. All agencies recognise that there is a need to understand and share information in a more robust and strategic way.

The out-of-court disposal panel is multi-agency, and chaired by an advanced senior social worker. It would, however, benefit from a representative from the 'early help' team. Measures are in place, through the YOS police officer, to ensure that all

potential cases come through the service, which mitigates against sanctions being delivered without the opportunity of YOS involvement. The interventions provided are varied and responsive to the needs and risks of the child or young person. The panel has a review process, which shows good practice as it gives the children, their families and the agencies involved the opportunity to assess progress and set new goals where needed.

Overall, however, the out-of-court process needs strategic commitment from all partners, and the ability to provide and analyse data to monitor performance and demonstrate the impact and effectiveness of the work undertaken.

1.4 Information and facilities	Good
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 integration into the Family Solutions Service has seen an improvement to facilities, business support and training. The CPP has facilitated a more unified approach across children's services, with a particular strength being the development of the CPP website, which serves as a central point for relevant policies, guidance (local and national) and protocols. Specific YOS policies need reviewing, however, and a process put in place to have them ratified by the Management Board.

The YOS sees children and young people at various venues across Dudley. Staff consider any areas that are not suitable and may impact upon the child's safety. As a result of the embedding of restorative practices training across the division, rooms are now set up in a more child-friendly way, without tables. This includes initial child protection conferences as well as referral order panels.

All staff have access to the social care system and the early intervention service, as well as recording on ChildView, which is the YOS case management system; partnership staff also have access to ChildView. Sharing information with health staff, however, is problematic, as the latter use paper files which are not easily shared. Business support services work alongside practitioners, and this has resulted in better information being recorded in the YOS case files. Two YOS staff members have developed a profiling tool ('The Brain') which allows mapping of the YOS cohort and helps with intelligence gathering and the identification of risk, which is shared across the partnership.

To ensure the accuracy of information, the YOS undertakes a data cleaning exercise each month in relation to the three key performance indicators. There is evidence of management oversight on cases, and audit processes being in place. Audit activity undertaken by YOS managers is coordinated through the Centre for Professional Practice. Staff receive regular feedback from audits, including an internal staff bulletin which focuses on improving the quality of practice.

The YOS has evaluation processes in relation to feedback from young people on groupwork, intervention programmes, reparation projects and their experience of referral order panels. The YOS management team receives feedback from volunteers, and this has led to changes in practice – for example, shadowing opportunities being offered for newer panel member volunteers. Staff state that learning from serious case reviews is disseminated through briefings and team meetings.

Discussion on the voice of the child is on the team meeting agenda, and staff share examples of direct work with young people, as well as identifying opportunities to capture young people's views of the service. It is also an agenda item on the Management Board, and young people attend to share their experiences of the service they have received from the YOS.

Summary

Strengths:

- There is appropriate senior management representation of the YOS at strategic boards.
- There has been an independent review of health provision for the service. This shows the interest of health partners in providing a comprehensive service to the YOS.
- Staff are motivated and understand the needs of the children and young people with whom they work.
- There is an extensive range of partnership staff within the YOS.
- Staff have been consulted on the design of the YOS learning and development strategy.
- The partnership can access a young-person profiling database that helps in gathering intelligence and identifying risk.
- The out-of-court disposal panel has a review process which gives children, their families and the agencies involved the opportunity to assess progress and set new goals where needed

Areas for improvement:

- Management Board members are not fully aware of the role and advocacy responsibilities of the Board.
- There is a lack of understanding by some Board members about the function, data and performance of the YOS.
- Education provision is poor and has not had the strategic attention that it merits.
- The out-of-court process is not embedded in any protocol, and the rationale for decision-making is not clear.
- The effectiveness of out-of-court provision is not monitored, and there is no analysis to influence the impact of this area of work.
- Performance management and data analysis information is not shared across the partnership and so cannot be used to influence services to children and their families.
- YOS policies have not been reviewed and are not ratified by the Management Board.

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.	A solid orange circle icon, indicating a 'Requires improvement' rating.

Although we rated some aspects of assessment as good (for example, in involving children and carers), the overall score on this standard was pulled down by the lower proportion of cases which properly analysed and identified risk of harm to others.

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 had considered the diversity and wider social context of the child or young person by using information held by other agencies. In 88 per cent of cases, the assessment focused on the child or young person's strengths and their protective factors.

The views of the child and their parents or carers had been considered in 96 per cent of cases. The needs and wishes of the victim, however, had not been taken into account in the majority of relevant cases, therefore limiting the opportunity for restorative justice to be considered.

The factors that were most related to a child or young person's offending were substance misuse, education, training and employment, and lifestyle. In 88 per cent of cases, the assessment sufficiently analysed how to address these factors and support desistance.

Most cases identified and analysed the risks to a child or young person's safety and wellbeing. In undertaking the assessments, 71 per cent drew appropriately on other assessments, or information held by other agencies. In 12 out of 24 cases, staff had not given enough attention to analysing the controls or interventions which best promoted the child's safety and wellbeing. Inspectors agreed with the safety and wellbeing classification in most of the cases.

In 63 per cent of cases assessments identified and analysed any risk of harm to others posed by the child or young person, including identifying who is at risk and the nature of that risk. However, eight of the relevant twenty-three cases did not use available sources of information and involve other agencies where appropriate. Case managers considered controls and interventions to manage and minimise the risk of harm to others presented by the child or young person in the majority of cases.

In one case, an inspector noted:

“The assessment fails to consider relevant factors linked to safety and wellbeing. Many relevant factors are not pulled together and there is a lack of information

pertaining to others. In the absence of this information, it is not possible to be confident in the assessment of safety and wellbeing concerns as being at a low level”.

Inspectors agreed with the case managers assessment of the level of risk of serious harm in 75 per cent of cases. Overall, in 67 per cent of cases the assessment analysed how to keep other people safe.

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

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

We rated the quality of planning regarding the child’s risk of harm to others and their safety and wellbeing as good. When the planning was in relation to a child’s desistance the work was outstanding. Overall the score on this standard was good.

The quality of planning that focused on supporting the child or young person’s desistance was outstanding in almost all cases. Case managers set out the services most likely to support desistance in nearly all cases, and in most cases planning took account of the diversity and social context of the child, and of their strengths and protective factors. In most cases, the plan had considered the child or young person’s strengths, and in all but one case staff had thought about the child’s level of maturity and how that affected their motivation. In most cases, there was evidence that the child or young person, or their parents or carers, had been involved in the planning, and their views taken into account.

One inspector noted:

“The plan and planning activity quickly and clearly prioritised desistance factors (some of which crossed into risks) and there was coordination of other agencies to identify who would deliver the work planned”.

Overall planning supported the child or young person’s desistance in 92 per cent of the cases reviewed.

The risks to a child’s safety and wellbeing were addressed in 78 per cent of cases, and in most cases planning involved other agencies; however, contingency arrangements to manage those risks were not identified in 10 of the 23 relevant cases. Overall, planning focused on keeping the child or young person safe in 74 per cent of the cases inspected.

There was sufficient planning to promote the safety of others in most of the cases inspected, and only one out of the relevant fifteen cases did not involve 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 just under half of the cases. Consideration of the needs and wishes of victims as part of the planning process was not evident in eight of the seventeen relevant cases.

Planning did not include effective contingency arrangements to manage the risks that have been identified in more than half of the cases inspected. There was sufficient planning to keep other people safe in 73 per cent of cases, however, and, overall, the quality of planning was judged to be good.

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

Although we rated some aspects of implementation and delivery of services as good, (for example when considering a child’s safety and wellbeing), the overall score on this standard was brought down by the lower number of cases which effectively supported the safety of other people.

Implementation and delivery of services regarding a child’s desistance and their safety and wellbeing were outstanding. Services relating to the risk of harm posed by the child or young person, however, required improvement. In 75 per cent of cases, the services delivered were most likely to support desistance, and most cases built on the child or young person’s strengths.

In 91 per cent of cases, it was clear that focus was given to maintaining an effective working relationship with the child or young person, and their parents or carers. In nearly all cases, attention had been given by the case manager to encouraging the child or young person’s compliance with their court order.

This was demonstrated in one case, where the inspector noted:

“Attention was given to motivating compliance by actively involving her in the planning and taking into account her wishes, such as whether she would prefer to complete work in the group or one-to-one environment”.

The delivery of services to promote the child or young person’s safety and wellbeing was evident in 74 per cent of cases. Overall, the implementation and delivery of services effectively supported the safety of the child or young person in 83 per cent of cases inspected.

Services delivered to keep other people safe were of an acceptable quality in 77 per cent of cases inspected, although in eight of the relevant nineteen cases staff had not coordinated the involvement of other agencies in managing risk of harm. The protection of actual and potential victims had not been considered in 33 per cent of cases, and, overall, only 59 per cent of cases effectively supported the safety of other people.

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

Reviewing a child's desistance was outstanding, however reviews regarding a child's safety and wellbeing required improvement as they needed to include information from other agencies into the updated plan. Overall this standard was rated as inadequate due to the poor quality of the reviews when considering the risk of harm a child can pose to others.

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. Reviews of cases regarding a child or young person's desistance were outstanding but, in terms of the risk of harm they posed, reviewing is rated as 'inadequate'. Overall, reviewing focused sufficiently on keeping other people safe in only 47 per cent of cases.

Reviews resulted in the identification and subsequent response to changes in the factors linked to desistance in 83 per cent of cases, and built on the child or young person's strengths in three quarter of the cases inspected. The motivation and engagement levels of the child or young person had been considered in most cases reviewed, and in 75 per cent of cases they, and their parents/carers, had been meaningfully involved in the process.

In 78 per cent of cases, the reviews led to changes in the plan of work, and, overall, most cases focused sufficiently on supporting the child or young person's desistance.

The quality of reviewing a child's safety and wellbeing required improvement. In 63 per cent of cases, information from other agencies had been considered but this had not led to the necessary changes in the ongoing plan in just under half of the relevant cases. Overall, reviewing focused sufficiently on keeping the child or young person safe in 63 per cent of cases.

Reviewing risk of harm to others was rated as 'inadequate'. A quarter of cases did not identify and respond to changes in risk, and in five of the relevant thirteen cases the case manager did not take account of information from other agencies. In only 60 per cent of cases had the child or young person, and their parents or carers, been meaningfully involved in reviewing the risk of harm to others, and their views considered. In more than half of the cases, the reviewing process had not led to necessary adjustments in the ongoing plan of work to manage and minimise these risks.

For example, one inspector noted:

“There is a lack of inquisitiveness evident on the part of the case manager in fully exploring issues with potential to impact upon risk of harm. This limits the review that takes place, both in terms of activity and the formal reviews, where significant information continues to be lacking and information arising over the course of the order is not incorporated as would have been anticipated”.

Summary

Strengths:

- The quality of assessments and planning is outstanding in terms of evaluating desistance.
- The implementation and delivery of services to promote a child or young person's desistance is outstanding.
- Staff consider the diversity and wider social context of the child or young person.
- The views of the child or young person, and their parents and carers, are consistently considered throughout the engagement.
- Reviewing identifies and responds to changes in the factors linked to desistance, and builds on the child or young person's strengths.
- Case managers are focused on maintaining an effective working relationship with the child or young person by considering their motivation and engagement levels.

Areas for improvement:

- Case managers do not consider all potential risk factors when assessing a child or young person's safety and wellbeing.
- Staff do not recognise and respond to ongoing changes in factors relating to risk of harm to others.
- Staff do not coordinate the involvement of other organisations in work relating to risk of harm to others.
- Contingency arrangements are not in place to manage identified risks.
- There is little evidence of any evaluation being completed regarding the child or young person's response to the interventions delivered.
- Reviews do not lead case managers to update assessments or change the priorities in plans to reflect new circumstances.

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.	

The overall findings for out-of-court disposals are varied, with assessment being rated the poorest area of practice. In some of the cases inspected, there was no assessment tool; when one was used, it focused on desistance and was limited, in terms of assessing risk of harm to others, and safety and wellbeing. Overall, assessments do not evidence an investigative approach and lack analysis. As with court disposals, assessing, planning and delivering services regarding a child or young person's desistance are the strongest area of practice. The sample of cases included community resolutions, youth cautions and youth conditional cautions.

In nearly all cases, there was sufficient analysis of offending behaviour, and the assessment had considered the diversity and wider familial and social context of the child or young person in 64 per cent of cases. In most cases, the assessment focused on the child or young person's strengths and protective factors, but in only half of cases had staff considered the child or young person's levels of maturity, ability and motivation to change. In 71 per cent of cases, staff had involved the child or young person, and their parents or carers, in the assessment, and taken their views into account.

Assessing the risks to the child or young person's safety and wellbeing was rated as 'inadequate'. In 71 per cent of cases, the risk to a child's safety and wellbeing had not been identified or analysed, and staff had used information from other agencies in less than half of the cases inspected. Inspectors agreed with the safety and wellbeing risk classification in 50 per cent of relevant cases. Overall, the assessment analysed how to keep the child or young person safe in only 36 per cent of cases.

In one case, the inspector stated:

"No safety and wellbeing assessment is made as part of the assessment tool used. Although concerns are identified in the assessment, the imminence of these concerns, and the steps needed to address these, are not clearly identified".

Assessing the risk of harm that a child or young person posed to others was also rated as 'inadequate'. In over half of the cases, the assessment had not sufficiently analysed how to keep other people safe, and the case manager had used available sources of information, including other assessments, to inform their own judgement in only 54 per cent of cases. In most cases, the assessment to keep other people safe had not been completed within an appropriate period following the start of the out-of-court disposal. Overall, the assessment sufficiently analysed how to keep other people safe in only 43 per cent of cases.

3.2 Planning	Requires improvement
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 is outstanding; planning in the area of safety and wellbeing is good; however, planning regarding a child's risk of harm to others requires improvement. Therefore, planning in out-of-court disposal cases is rated as 'requires improvement' overall.

In 86 per cent of cases, staff set out the services most likely to support desistance, paying attention to appropriate timescales and sequencing. In 79 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 nearly all cases their level of maturity and motivation to change had been considered. In 86 per cent of cases, staff had taken account of the young person's strengths and protective factors, and in most cases the child or young person, and their parents or carers, had been involved in the planning process.

The needs and wishes of victims had been considered in only 29 per cent of relevant cases, but planning to address concerns related to actual and potential victims was evident in more than half of cases. In nearly all cases, planning was proportionate and interventions could be completed within the timescale.

Most cases addressed keeping the child or young person safe, and included information from other agencies. Contingency arrangements for any changes to the level of risk, however, had been made in only 43 per cent of the cases inspected. Overall, planning focused on keeping the child or young person safe in 79 per cent of cases.

Planning to address the factors related to risk of harm to others was evident in 73 per cent of cases, and involved other agencies in all cases where relevant. Planning contingency arrangements to manage those risks had not been identified in most cases, and, overall, planning that focused on keeping people safe was evident in only 64 per cent of cases.

One inspector noted:

“Planning activity is not evident around managing risks within the family home and the risk posed to peers at school. Some work is planned for anger management but there is a lack of focus on risk of harm to others”.

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 outstanding, had been delivered in good

time in 93 per cent of cases, and reflected the diversity of the child or young person, and involved parents or carers, in nearly all cases.

One inspector noted:

“The case manager demonstrated a good level of understanding of the diversity and cultural factors relevant in the case and had clearly liaised positively with family members as well as the young person, with evidence of some good work undertaken”.

Sufficient focus had been given to developing and maintaining an effective working relationship with the child or young person, and their parents or carers, in 93 per cent of cases. Case managers had given attention to encouraging and enabling the child or young person’s compliance in all cases, and the delivery of the interventions had been proportionate in all but one case. Overall, support for the child or young person’s desistance was evident in 93 per cent of the cases inspected.

Interventions to promote the safety and wellbeing of the child or young person were good, with 86 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 just over half of the relevant cases, and, overall, 73 per cent of cases effectively supported the safety of other people.

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

Joint working in out-of-court disposals is rated as good. There was evidence of a positive contribution made by the YOS to determining the disposal in 83 per cent of cases. Where this had happened, the recommendation considered the child or young person’s understanding of the offence and their acknowledgement of responsibility in nearly all cases.

In most cases, the recommendations made by the YOS for out-of-court disposal outcomes, conditions and interventions had been appropriate and proportionate. In all but one case, case managers had ensured that the child or young person, and their parents or carers, understood the implications of receiving an out-of-court disposal.

In only 21 per cent of cases, the rationale for disposal decisions was appropriate and clearly recorded. Overall, 64 per cent of the cases showed that the YOS’s recommendations had been well informed, analytical and personalised to the child or young person, and therefore supported joint decision-making.

All of the cases that required case managers to report on progress to the police had been completed in a timely manner, and in all cases staff had given sufficient attention to compliance with, and enforcement of, the conditions. Overall, therefore, the YOS works effectively with the police in implementing the out-of-court disposal.

In one example, the inspector noted:

“Review meetings were scheduled and held, involving multi-agency professionals, including the police. There were no compliance concerns raised. The police had an effective oversight of the work being completed by the YOS, and suitable agencies were involved in the intervention, including education workers and drug services”.

Summary

Strengths:

- Planning interventions to support factors related to desistance is outstanding, with staff paying attention to appropriate timescales and sequencing.
- Case managers enable children and young people to comply with the disposal.
- Staff ensure that the child or young person, and their parents or carers, understand the implications of receiving an out-of-court disposal.
- Once the out-of-court disposal is delivered, there is evidence of effective work between the YOS and the police.

Areas for improvement:

- An assessment is not completed in every case, and a child or young person's risk of harm or safety and wellbeing is not considered sufficiently.
- Assessments to keep other people safe are not completed within an appropriate period following the start of the disposal.
- Staff do not always consider the child's level of maturity, or their ability and motivation to change.
- The rationale for the decision-making process is not clear, and in some cases, is not appropriate.
- There is little evidence of any restorative justice work being completed with young people subject to an out-of-court disposal.

Annex 1 – Methodology

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

Domain one: organisational delivery

The YOS submitted evidence in advance, and 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 25 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 11 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 closely 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 closely involved in the case also took place.

We examined 14 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>	<p>Requires improvement</p>
<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>	<p>Good</p>

1.3. Partnerships and services	Requires improvement
<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> <p>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?</p> <p>1.3.3. Are arrangements with statutory partners, providers and other agencies established, maintained and used effectively to deliver high-quality services?</p>	

1.4. Information and facilities	Good
<p>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.</p>	
<p>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?</p> <p>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?</p> <p>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?</p> <p>1.4.4. Is analysis, evidence and learning used effectively to drive improvement?</p>	

2. Court disposals

Standards and key questions	Rating and % yes
<p>2.1. Assessment</p> <p>Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.</p>	<p>Requires improvement</p>
<p>2.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?</p>	<p>88%</p>
<p>2.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?</p>	<p>63%</p>
<p>2.1.3. Does assessment sufficiently analyse how to keep other people safe?</p>	<p>67%</p>
<p>2.2. Planning</p> <p>Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.</p>	<p>Good</p>
<p>2.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?</p>	<p>92%</p>
<p>2.2.2. Does planning focus sufficiently on keeping the child or young person safe?</p>	<p>74%</p>
<p>2.2.3. Does planning focus sufficiently on keeping other people safe?</p>	<p>73%</p>
<p>2.3. Implementation and delivery</p> <p>High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.</p>	<p>Requires improvement</p>
<p>2.3.1. Does the implementation and delivery of services effectively support the child or young person's desistance?</p>	<p>88%</p>
<p>2.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person?</p>	<p>83%</p>
<p>2.3.3. Does the implementation and delivery of services effectively support the safety of other people?</p>	<p>59%</p>

2.4. Reviewing	Inadequate
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?	88%
2.4.2. Does reviewing focus sufficiently on keeping the child or young person safe?	63%
2.4.3. Does reviewing focus sufficiently on keeping other people safe?	47%

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?	62%
3.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	36%
3.1.3. Does assessment sufficiently analyse how to keep other people safe?	43%
3.2. Planning	Requires improvement
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?	86%
3.2.2. Does planning focus sufficiently on keeping the child or young person safe?	79%
3.2.3. Does planning focus sufficiently on keeping other people safe?	64%

3.3. Implementation and delivery	Good
High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.	
3.3.1. Does service delivery support the child or young person's desistance?	93%
3.3.2. Does service delivery effectively support the safety of the child or young person?	79%
3.3.3. Does service delivery effectively support the safety of other people?	73%
3.4. Joint working	Good*
Joint working with the police supports the delivery of high-quality, personalised and coordinated services.	
3.4.1. Are the YOT's recommendations sufficiently well-informed, analytical and personalised to the child or young person, supporting joint decision-making?	64%*
3.4.2. Does the YOT work effectively with the police in implementing the out-of-court disposal?	100%

*Professional judgement applied.

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
CAMHS	Child and Adolescent Mental Health Services
Child protection	Work to make sure that that all reasonable action has been taken to keep to a minimum the risk of a child experiencing significant harm
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 a 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
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
CPP	Centre for Professional Practice: this provides policy development and review, auditing, training and development, including commissioning and sourcing training, as well as, undertaking needs analysis for services
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
DIVERT	Dudley Integrated Violence and Exploitation Reduction Team
Education, training and employment	Work to improve learning, and to increase future employment prospects
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
First-time entrant	A child or young person who receives a statutory criminal justice outcome (youth caution, youth conditional caution or conviction) for the first time
Local authority	YOSs are often a team within a specific local authority
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
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
Risk of serious harm	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 in order 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	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)
YOS Management Board	The YOS Management Board holds the YOS to account, to ensure that it achieves the primary aim of preventing offending by children and young people
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
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
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
Youth rehabilitation order	An overarching community sentence to which the courts apply requirements (for example, supervision requirement, unpaid work etc.)



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