

An inspection of youth offending services in

Liverpool

HM Inspectorate of Probation

JUNE 2019

This inspection was led by HM Inspector Bob Smith, supported by a team of inspectors, as well as staff from our operations and research teams. HMI Probation was joined by colleague inspectors from police, health, social care and education. 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.

© Crown copyright 2019

You may re-use this information (excluding logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence or email psi@nationalarchives.gsi.gov.uk.

Where we have identified any third-party copyright information, you will need to obtain permission from the copyright holders concerned.

This publication is available for download at:

www.justiceinspectorates.gov.uk/hmiprobation

Published by:

Her Majesty's Inspectorate of Probation
1st Floor Civil Justice Centre
1 Bridge Street West
Manchester
M3 3FX

Contents

Foreword.....	3
Overall findings.....	4
Summary of ratings.....	6
Recommendations.....	7
Introduction.....	8
Contextual facts.....	9
1. Organisational delivery.....	11
1.1 Governance and leadership.....	11
1.2 Staff.....	12
1.3 Partnerships and services.....	13
1.4 Information and facilities.....	15
Summary.....	16
2. Court disposals.....	17
2.1 Assessment.....	17
2.2 Planning.....	18
2.3 Implementation and delivery.....	19
2.4 Reviewing.....	20
Summary.....	20
3. Out-of-court disposals.....	21
3.1 Assessment.....	21
3.2 Planning.....	22
3.3 Implementation and delivery.....	23
3.4 Joint working.....	24
Summary.....	25
Annex 1 – Methodology.....	26
Annex 2 – Inspection results.....	28
Annex 3 – Glossary.....	33

Foreword

This inspection of Liverpool Youth Offending Service (YOS) was carried out under our joint inspection arrangements. In these inspections, we involve specialist inspectors from the police, health, social care and learning and skills sectors, who together examine the work of the youth offending partnership. Inspectors from HMI Probation also assess the quality of both court and out-of-court disposals. We have given Liverpool Youth Offending Service an overall rating of 'Good'.

This is a good achievement for a YOS located in one of our major cities. Those sentenced in the courts received a very good service. Assessments were thorough, and a combination of structured programmes and helpful contributions from a range of specialist practitioners resulted in children and young people mostly receiving the interventions they needed. In all but one of the 41 cases we examined, the implementation and delivery of services to support desistance were done well. We were also impressed by the ability of the YOS to gain children and young people's compliance with court orders. There is a stable workforce within the service, vacancy rates are low and most staff stated that their workload is manageable. Staff demonstrated a high level of commitment and motivation.

However, we found a marked difference between the quality of work carried out with children and young people subject to court orders and those receiving out-of-court disposals, which we found to be disappointing.

The YOS has not taken into account the findings or recommendations of the joint thematic review 'Out-of-court disposal work in youth offending teams'

published by HMI Probation and HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in 2018. Assessments are mostly not done, particularly for those young people where the outcome was community resolution. There are few plans in place and interventions often consist of just one contact. Some of the children and young people have extensive difficulties in their lives and we could not see how positive outcomes could be achieved under the current arrangements. Indeed, there is a danger of the expectations of families being raised, but no effective help being delivered. The YOS needs to raise the quality of its out-of-court work to the standard of its court-ordered work.

There is much good partnership activity in place, and the YOS Management Board is well constituted, with mostly the right people focusing on the performance of the service. However, they need to improve their communication with operational staff.

Liverpool YOS has some real strengths; its best work is of outstanding quality; however, bringing its out-of-court work up to an acceptable standard and improving communication between the strategic and operational levels of the organisation should be priorities for the future.



Justin Russell
Chief Inspector of Probation

Overall findings

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



Our key findings about organisational delivery are as follows:

- The YOS Management Board has a high-profile, committed chair.
- There is clear engagement from partner agencies and their designated board members.
- There is a clear vision for the service.
- There is a stable management team with sound knowledge of youth justice and of the experiences of children and young people growing up in Liverpool.
- There is a committed and well-trained workforce that delivers high-quality services.
- There is a broad range of specialist staff within the YOS who respond to the spectrum of children and young people's needs.
- There is a wide range of health services in place for children and young people.

But:

- Many frontline staff have little understanding of the YOS Management Board's purpose or activities.
- Information and analysis of trends in offending patterns and criminal justice outcomes vary in quality. Some areas of concern for the partnership have not been analysed, such as 'no comment' interviews by children in police custody.
- The partnership has not adopted the recommendations that relate to the work of youth offending teams in the thematic review of out-of-court work undertaken by HMI Probation and HMICFRS in 2018.
- There is insufficient focus on education and too many children and young people are not accessing learning and training.
- The full benefits of having seconded police officers are not being realised because the police officers are not fully co-located with other YOS staff.



Court disposals

Our key findings about court disposals are as follows:

- Assessments of children and young people are completed to a high standard, and draw on a wide range of information sources.
- Planning for the delivery of court orders is mostly good.
- Interventions delivered with young people are of a good standard and an extensive range of programme material is available and used.
- Reviews are done well. Plans and interventions are updated as circumstances change.

But:

- Children and young people do not find the language and format of intervention plans easy to understand.
- YOS intervention plans need to be better coordinated with the plans of other agencies.



Out-of-court disposals

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

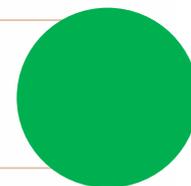
- Children and young people receiving community resolution outcomes, many of whom have complex needs, are not being properly assessed and the screening tool used is inadequate.
- Most out-of-court disposals do not have an effective intervention plan.
- Insufficient attention is given to the safety of victims.
- Information relating to decision-making about children and young people is not being recorded on case records.
- Despite the absence of assessments and plans, in some cases, helpful interventions are being delivered to children and young people who receive out-of-court disposals.
- A wide range of information is available to the panel making decisions about out-of-court disposals. Inter-agency communication is good.

Service: Liverpool Youth Offending Service

Fieldwork started: March 2019

Overall rating

Good



1. Organisational delivery

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

2. Court disposals

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

3. Out-of-court disposals

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

Recommendations

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

The Liverpool Youth Offending Service should:

1. update its out-of-court processes to make sure that all children and young people, including those receiving community resolutions, are properly assessed and a proportionate intervention plan is in place for each case
2. improve communication between the YOS Management Board and operational staff to increase awareness and understanding of each other's role and work
3. ensure that the board furthers develops its understanding of the service being delivered by the YOS to children and young people
4. ensure operational staff understand the implications of the YOS moving from the city council's community services directorate to children's services
5. monitor the number of children and young people not in education, training or employment and implement strategies to minimise this number
6. review intervention planning processes to make sure that plans are understood by children and young people
7. capture the views of children and young people, their parents or carers and other stakeholders so that they can influence future service delivery.

Merseyside Police and Liverpool Youth Offending Service should:

8. consider fully co-locating the seconded police officers within the YOS.

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 they are multi-disciplinary, to deal with the needs of the whole child. They are required to have staff from local authority social care and education services, 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.

Liverpool is a large, vibrant and complex city with a population of 93,556 children between the ages of 0 and 17. The city is the seventh most deprived of 326 local authorities in England, and approximately one in three children in Liverpool are living in poverty². The YOS is part of the community services directorate of the city council. Later in 2019, it will move to the children's services directorate and fall within the direct remit of the director of 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 good-quality services. We are independent of government, and speak independently.

HM Inspectorate of Probation standards

The standards against which we inspect are based on established models and frameworks, which are grounded in evidence, learning and experience. These standards are designed to drive improvements in the quality of work with people who have offended³.

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

² Information provided by Liverpool YOS.

³ 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)

329

Liverpool YOS ⁴

248

Average for England and Wales ³

Reoffending rates

46.5%

Liverpool YOS ⁵

40.9%

Average for England and Wales ⁴

Caseload information ⁶

Age	10-14	15-17
Liverpool	18%	82%
National average	24%	76%

Race/ethnicity	White	Black and minority ethnic
Liverpool	83%	16%
National average	71%	26%

Gender	Male	Female
Liverpool	87%	13%
National average	84%	16%



Population information

491,549	Total population of Liverpool (2017) ⁷
37,113	Total youth population of Liverpool ⁶
5,281	Total black and minority ethnic youth population in Liverpool (2011 census) ⁸

Total recorded crime
(rate per 1,000 households)

93.4

Merseyside Police ⁹

86.4

England and Wales ⁹

⁴ Youth Justice Board. (2018). *First-time entrants, October to September 2018*.

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

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

⁷ Office for National Statistics. (2012). *UK population estimates mid-2017, based on Census 2011 data*.

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

⁹ Office for National Statistics. (2019) Crime in England and Wales. Table P3.

Merseyside Police	93.4
England and Wales	86.4

1. Organisational delivery



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

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

The chair of the YOS Management Board is the local police area commander. He is a high-profile figure in Liverpool who uses his position to promote the work of the service. Most relevant partners are represented on the board. The one significant gap is the absence of a specific education representative; however, the director of children's services attends the board and has overall responsibility for education in the city. Board agendas have included case studies of complex cases to help it understand the challenges faced by the operational staff in the service. There is a clear vision statement, which was produced at a development event by operational staff and adopted by board members and other strategic managers.

Partnership arrangements are mostly good and board members are open to challenge. Board members provided the example of a challenge they made to the National Probation Service over its contribution to the YOS. The board has held a development day to ensure that members are clear about their role and function. Local partnerships are clearly supportive of and committed to the work of the YOS.

The head of service has been in post for 12 months and commands the confidence of both the board and operational staff. Key figures in local partnerships, such as the lead member for children's services and the Management Board chair, have spent time in the YOS office engaging with operational staff. Most of the operational management team have been in the service for some time, and they have a deep knowledge of the local area and expertise in youth justice'. Many of the services are of high quality; however, the out-of-court disposal process has not been updated to take account of the recommendations in HMI Probation's thematic report or recent inspection findings¹⁰. Those recommendations included that YOTs make sure that assessment and planning are of good quality and that decision-making is informed by assessment of the child. YOTs should also give specific attention to victims and the protection of the public in the assessment, planning and delivery of out-of-court disposal work.

Communication is variable and both the staff survey and focus groups indicate that there is limited direct contact between the board and operational staff. As a consequence, frontline staff have a limited understanding of the board's function and activities. The service is in the process of moving from the community services directorate of the local authority to children's services. Communication with staff to explain the move and its implications has not been effective.

¹⁰ HM Inspectorate of Probation and HM Inspectorate of Constabulary and Fire & Rescue Services, *Out-of-court disposal work in youth offending teams*, March 2018.

There is a lack of strategic focus on children and young people’s education, training and employment outcomes. Education is not sufficiently represented on both strategic and operational groups and panels, to ensure appropriate learning outcomes are agreed and monitored for all children.

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.	

There is a stable workforce within the service and vacancy rates are low. Staff absences are covered effectively. In the staff survey, most staff stated that their workload or caseload is manageable. Workloads are monitored and we found work to be equitably distributed across the service. There is insufficient business support available. This leads to practitioners undertaking administrative work, such as note-taking at meetings, that could be more efficiently done by dedicated staff.

A skilled workforce delivers a wide variety of interventions, and staff are knowledgeable. Their skills are up to date in areas such as sexually harmful behaviour and child exploitation. There is a mixture of qualified and unqualified staff, with the qualified staff responsible for the most complex cases. In meetings with inspectors, almost all staff demonstrated a high level of commitment and motivation. A diverse group of volunteers support referral order panels and provide a mentoring service.

The skills and knowledge of health workers are used effectively and flexibly to support young people’s diverse needs and willingness to engage. Nurses deliver sexual health interventions on a one-to-one basis, using an helpful range of educational tools. As part of their role they are able to immunise those young people who have missed childhood vaccinations.

The education staff have developed effective partnerships with a wide range of alternative education providers for children of statutory school age. This has ensured that the majority of children receive an offer equivalent to their full entitlement, although this offer is not always taken up. We found some children were making good progress in the development of their personal skills, behaviours and attitudes.

Education workers assess children’s and young people’s initial learning needs effectively, ensuring that case workers have adequate information to support young people with their continuing education. However, case workers’ understanding of appropriate learning is too narrow, with too much focus on GCSE achievement, instead of the development of personal skills, behaviours and attitudes to support academic achievement.

There are two seconded police officers, who are seen as valuable members of the service. They are based at a police station very close by and regularly attend the YOS office; however, we judge that this arrangement inhibits the free flow of information.

Staff supervision is mostly effective, and staff are generally positive about the quality of management supervision they receive. However, the recent absence of a manager for a four-month period had left gaps in supervision for some staff. A workforce development officer is shared with neighbouring YOTs, and they have implemented

an induction programme. There is an annual appraisal process in place; however, in the staff survey, only 40 per cent of staff reported that they found it valuable. Managers report that they are well supported when required to undertake performance improvement work with staff.

The workforce development officer produces an annual training plan. Training events are run jointly with neighbouring YOTs, to pool knowledge and achieve economies of scale. Staff at all levels of the service express a willingness to continually update their skills and knowledge. Recent training developments include trauma-informed practice and contextual safeguarding. Many staff have been in post for some time and have a deep knowledge of the local area and youth justice policy and practice. This information is willingly shared with new staff.

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.	

Partnership arrangements between the YOS Management Board, the Local Safeguarding Children Board and the safer communities board are underpinned by well-established local protocols.

A comprehensive performance report is reviewed at Management Board meetings. Performance is measured against both neighbouring and family group YOTs. Extensive work has been carried out to understand the impact of diversity factors, particularly in relation to ethnicity, on the local justice system. The partnership can demonstrate how it has refined data to develop a clearer understanding of trends. There is clear analysis in place of offending and sentencing trends for children looked after by the local authority.

There are few measures of the impact on children and young people's behaviour of YOS interventions in place and there is no evidence of analysis being used to improve outcomes for children and young people. For example, managers identified that young people often make no comment in police interviews, ruling out access to some out-of-court disposals. Evidence is anecdotal, however, and the partnership has not yet captured data or developed an analysis of the situation.

Access to services and interventions is mostly good. A wide range of resources are available. There is a clear commitment to strengths-based work, and the YOS will implement the 'signs of safety' operating model along with children's services later in 2019. This model embeds strengths-based approaches into practice. Staff and managers take account of diversity factors in their practice, for example by adjusting communication to the child or young person's level of skill in speech and language.

Services for children and young people subject to court orders are reviewed, although they are not always evaluated. The out-of-court disposal processes have not been updated following the recommendations in HMI Probation and HMICFRS's joint thematic report. Our findings in relation to assessment and planning in out-of-court disposal cases reflect the shortcomings in these processes.

Mersey Care NHS Trust and Addaction provide a flexible and responsive range of physical, sexual and substance misuse interventions to support young people. Partnership staff include two physical health nurses and two substance misuse

workers. These are co-located in the YOT office, and are accessible to YOT staff for consultation and advice.

Access to child and adolescent mental health services (CAMHS) is through a consultation service rather than via a direct secondee, and this arrangement mostly works well. Alder Hey Children's Hospital provides three fortnightly consultation slots with a clinical psychologist to provide advice and initial referral into CAMHS. Young people presenting with serious mental health concerns receive timely support, and those requiring counselling have prompt access to the Young People's Advisory Service.

Education staff have developed effective partnerships with a wide range of alternative education providers for children of statutory school age. This has ensured that the majority of school-age children receive an offer of their full educational entitlement. However, despite the services available, the education and skills inspector found that the proportion of children and young people aged 16 to 18 who are not in education, employment or training is too high, at 43 per cent. This figure includes those falling into the 'unknown' category.

There is no dedicated speech and language therapy (SALT) pathway, which could support staff working with young people who struggle to express themselves or communicate effectively. A project to assess the need for SALT provision does not appear to have reached conclusions.

There is an agreed protocol for joint working and information exchange between the YOS and children's services. Practitioners and managers are positive about the quality of inter-agency relationships and collaborative working. YOT staff have access to the children's services case management system, which is used to inform assessments and keep them up to date with developments. There is a multi-agency safeguarding hub (MASH), which responds to all concerns about children and vulnerable adults. The YOS provides a single point of contact for MASH staff, which facilitates a consistent approach to information-sharing. The YOS routinely contributes to multi-agency strategy meetings and to social work assessment, planning and reviews. Managers attributed the low rate of looked after children (LAC) who offend (currently 3.0 per cent of children in care)¹¹ to placement stability, the work of the YOS prevention team, and the work done with placement providers to implement the nationally recognised ten-point checklist to avoid criminalising LAC. However, this attribution is not evidence-based, and evaluation would assist further improvement in this area.

There are risk panel arrangements in place, covering both safety and wellbeing and risk of serious harm concerns, which include some involvement from partner agencies. The courts expressed a high degree of confidence in the work of the YOS, particularly in relation to the quality of reports and the work done with children and young people. The YOT has an effective working relationship with the Protect Team, which has lead responsibility for criminal and sexual exploitation in the city. There are effective arrangements for the transition of young people to the National Probation Service as they approach the age of 18.

¹¹ Data provided by Liverpool YOS.

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.	

A full range of policies and guidance are in place, which are regularly updated and accessible to staff. Access to services is good and staff are clear about how to obtain resources, both from within the YOS and from external and partnership services. Staff are aware of escalation procedures, although in practice they are rarely used.

The service is mostly delivered at a single site with good public transport links. It is in a neutral location, where there are no current issues of gang territory, and young people can travel there without fear of intimidation. The YOS office has a suitable layout and facilities for delivering the service to children and young people. The YOS can also access other council offices across the city.

The seconded nurses have a dedicated room where they can see young people and access equipment and facilities to support treatment and interventions. A good stock of immunisation medicines is stored appropriately in a locked fridge. Substance misuse workers have a dedicated room to see young people, which is comfortable and welcoming. Other interview and group rooms are available, which are pleasant and child-friendly, offering a good provision for health-related interventions.

The YOS uses a well-established electronic case recording system, which functioned smoothly during the inspection fieldwork. Information-sharing is strong, and there is direct access to children's social care systems. Intelligence-sharing with the police is also good. Additionally, the co-located Protect Team also provides access to specialist services' records.

There are quality assurance arrangements in place that ensure AssetPlus assessments are of a good standard. There is an increasing focus on the quality assurance of the whole case by operational managers. There is evidence of regular case audits being undertaken. However, multi-agency auditing is underdeveloped, and learning from the findings of audits has not yet been fully implemented. There are no criteria in place to enable the YOS to learn from near-misses or serious incidents if the threshold for a serious case review by the Local Safeguarding Children Board is not reached.

Leaders and managers have not fully evaluated the impact of the learning and employment initiatives and programmes they provide for children and young people. This means that plans for future learning and routes to employment have not been informed sufficiently by performance analysis.

There are limited mechanisms to obtain the views and perspective of children and young people, but there is not a systematic approach to analysing feedback to influence future service delivery.

Summary

Strengths:

- The YOS Management Board has a high-profile, committed chair.
- There is clear engagement with the YOS from partner agencies and their designated board members.
- There is a clear vision for the service.
- There is a stable management team with sound knowledge of youth justice and of the experiences of children and young people growing up in Liverpool.
- There is a committed and well-trained workforce that delivers high-quality services.
- There is a broad range of specialist staff within the YOS who respond to the spectrum of children and young people's needs.
- There is a wide range of health services for children and young people.

Areas for improvement:

- Many frontline staff have little understanding of the Management Board's purpose or activities and communication between staff and the board is poor.
- Information and analysis of trends and outcomes vary in quality. Some areas of concern for the YOS partnership have not been analysed, such as 'no comment' interviews by children in police custody.
- The partnership has not adopted the recommendations of the thematic review of out-of-court work undertaken by HMI Probation and HMICFRS, particularly those relating to assessment and planning of all children and young people receiving a service
- There is a lack of focus on education and too many children and young people are not accessing learning and training.
- The full benefits of having seconded police officers are not being realised because the police officers are not fully co-located.



2. Court disposals

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

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

The assessment of children and young people subject to court orders was strong, and assessment practice in relation to desistance, safety and wellbeing and harm to others were each rated as outstanding. The analysis of attitudes and motivation towards offending was good in the large majority of cases examined.

Case managers drew on a wide range of information sources, including the local authority children's services case management system. As a consequence, in most cases examined, staff considered the familial and social circumstances of the child or young person.

A strengths-based approach was apparent and almost all assessments had an appropriate focus on strengths and protective factors. It is important for assessments to consider the level of maturity, motivation to change and likelihood of engagement of the child or young person. These factors were given sufficient attention in 85 per cent of cases inspected. Where there was an identifiable victim, their needs and wishes and opportunities for restorative justice were given the required attention in three-quarters of cases.

Most assessments demonstrated that YOS staff succeeded in gaining meaningful involvement from children and young people and their parents. Overall, 85 per cent of assessments analysed the relevant desistance factors. The most common factors related to desistance were lifestyle, self-identity, substance misuse and education and employment. All these factors were identified as being important in over half of the cases examined.

The children and young people whose cases we reviewed were almost all identified as being at a medium or higher level of risk in terms of their own safety and wellbeing. Most assessments drew on available sources of information and clearly identified and analysed the risks. Some of the children and young people whose cases we inspected were being criminally exploited. In one case, the inspector observed that:

"There was a good assessment that showed an understanding of the young person's situation. He is a victim of county lines and the assessment took account of his reticence to speak because of his fear of retribution".

Overall, inspectors judged that the assessment identified the factors necessary to keep the child or young person safe in 80 per cent of cases.

In nearly half of the case sample we reviewed, the main offence involved violence or public order. Most cases were classified as medium risk of serious harm or higher and inspectors judged that the assessment had identified the correct risk of serious harm classification in almost all cases. Most assessments clearly identified and analysed the risk of serious harm and almost all drew on available sources of information. The police were a particularly valuable source of information, and intelligence checks featured frequently in many of the cases reviewed. Overall, 80 per cent of assessments sufficiently analysed how to keep other people safe.

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

Planning was not as strong as assessment in the cases we inspected; nonetheless, around three-quarters of plans were of sufficient quality across each of the three components of desistance, safety and wellbeing, and harm to others. Where they were addressing desistance, plans took account of the child or young person's maturity and motivation to change in 76 per cent of cases. Plans took account of the strengths and protective factors in just over three-quarters of cases. Inspectors observed that in a small number of cases the plan was not easily understood by the child or young person. For example, in the case of Tom, the inspector commented:

“The young person's plan was not child friendly in its language, which is particularly important in this case, where the young person has learning needs and has very little school attendance. Additionally, his mother cannot read or write, and the family are not engaging well with any services. Aside from the inaccessibility of the language, the targets themselves seem too far away from the family's current concerns. There should be more attention focused on building relationships and attendance”.

Factors identified in the assessment, such as substance misuse, learning and lifestyle, were addressed in most plans. The child or young person and their parent/carer were meaningfully involved in just under three-quarters of plans.

There were identifiable victims in 53 per cent of cases and plans took account of their needs and wishes in three-quarters of relevant cases. Most plans were proportionate to the court outcome and capable of being delivered within an appropriate timescale.

Planning in relation to safety and wellbeing was sufficiently aligned with the plans of other agencies in just under two-thirds of cases. The necessary controls and interventions to promote safety and wellbeing were set out in 67 per cent of cases and contingency arrangements were in place for 62 per cent of cases.

Overall, planning to keep other people safe was effective in three-quarters of cases. However, in a third of cases, there was insufficient involvement from other agencies. Contingency planning was effective in two-thirds of cases. Planning in relation to risks to actual and potential victims was sufficient in 72 per cent of cases.

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

We were impressed with the quality of work done with children and young people to reduce their likelihood of further offending. Inspectors judged that in all but one of the 41 cases examined the implementation and delivery of services to support desistance were done well. There was a good range of structured programmes available, and inspectors found clear evidence of children and young people participating in those programmes. Topics covered included crime and consequences, anger, weapons and exploitation.

Inspection standards in relation to building on the child or young person's strengths and protective factors, establishing an effective working relationship, community integration and access to services post-supervision were met in almost all cases inspected. Many of the children and young people had complex backgrounds and there were many diversity factors in their lives. These factors included disrupted families, additional learning needs and race and ethnic background. Service delivery responded to these factors in most cases. The relevant desistance factors identified in assessments were mostly followed up with interventions during the implementation and delivery phase of the court order.

Staff had received training in trauma-informed practice, and many described to us how this assisted them in their practice. Compliance and enforcement were strengths. The YOS gave sufficient attention to compliance in almost all cases. Just over half of cases required enforcement action, and this was taken in 91 per cent of those cases.

The inspector's comments in relation to Aaron exemplify Liverpool YOS's approach:

“Engagement and relationship-building are strong. The YOT worker clearly knows the young person and his father well and has made efforts to ensure education attendance is good, and that the service delivered works around his increased attendance at education. The knife crime sessions were delivered one to one to increase chances of learning, and there is follow-up when attendance seems to be wavering a few months in”.

Implementation and delivery of services to support the child or young person's safety and wellbeing were mostly done well; however, more could have been done to ensure that the work of other agencies was properly coordinated. This was not done sufficiently well in a quarter of cases reviewed.

Overall, inspectors judged that work to support the safety of other people was done well in 92 per cent of cases. Involvement of other agencies was stronger than in the safety and wellbeing component of the order, with just 15 per cent of cases having insufficient inter-agency coordination. We noted effective intelligence-sharing with police in many cases. There was a strong commitment to victims and, in most cases, where there was an identifiable victim, sufficient attention was given to their protection.

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

Assessments, plans and interventions must be kept under review as children and young people's circumstances change. Risks to the child or young person or to others can change, and the work being done with them needs to adapt to these changing circumstances. Reviews of the desistance factors that indicate likelihood of reoffending were sufficiently completed in most cases inspected, and in most cases there was a clear written review. The YOS involved the child or young person and/or their parent in that review process in three-quarters of cases. Reviews led to necessary adjustments in the planned intervention in 85 per cent of cases.

Reviews in relation to safety and wellbeing factors were also done well. Overall, reviews focused sufficiently on keeping the child or young person safe in 83 per cent of cases. Where input to the review from other agencies was necessary, it was achieved in three-quarters of cases. Where adjustments were required in the approach to safety and wellbeing factors, these were made in most cases. The review was in a clear written form in most relevant cases.

Jamie's case illustrates some of the complex risks that require effective review:

"The case manager has liaised with children's services, police and senior management following an incident where the young person was stabbed. Home visits are now undertaken with two members of staff and contact has been increased. The review assessment reflects changes to potentially adverse outcomes and the safety and wellbeing classification has been raised. The review recognises the immediacy and risk of physical harm/death. The case was discussed at the risk management meeting and multi-agency meetings organised in response to the incident".

There was a sufficient focus on keeping others safe in almost all cases where there was a review due to changes in the level or nature of the risk of harm to others. Where input was required from other agencies, it was provided in most cases. Children and young people and/or their parents were meaningfully involved in three-quarters of relevant cases. In almost all cases, the review was clearly recorded in writing.

Summary

Strengths:

- Assessments of children and young people are completed to a high standard, and draw on a wide range of information sources.
- Planning for the delivery of court orders is mostly good.
- Interventions delivered with young people are of a good standard and a wide range of programme material is available and used.

- Reviews are done well and plans and interventions updated as circumstances change.

Areas for improvement:

- Children and young people do not find the language and format of some intervention plans easy to understand.
- YOS intervention plans should be better coordinated with the plans of other agencies.

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.	

In this inspection, we reviewed 27 out-of-court disposal cases. Seven of these cases were youth conditional cautions (YCC) and 20 were community resolution cases. These differ significantly in that children and young people receiving a YCC are required to cooperate with the conditions or they may be prosecuted. Participation in community resolutions is voluntary. In Liverpool, children and young people subject to YCCs are assessed using the standard tool AssetPlus. Those subject to a community resolution undergo a very brief screening to inform the proposed intervention. The community resolution screening tool is not designed to gather sufficient information to make a reliable assessment of the child or young person.

Inspectors judged that over half of the out-of-court disposal cases reviewed should have been classified as at least medium risk for either risk of harm to others or safety and wellbeing. A small number of cases were judged to be high risk of serious harm or safety and wellbeing. The inspector's comments in the case of Jordan illustrate the extent of these risks in some of the cases:

“Jordan received a community resolution as a result of an assault against his father in the presence of his mum and sister. The young person is reported to have ADHD and Asperger's Syndrome, and is believed to have assaulted his father previously. There are also indications of other domestic abuse incidents in the household. The young person is seen once in the presence of his parents, when it is stated that he is paranoid and experiencing suicidal thoughts”.

As this case was a community resolution, there was no assessment and Jordan received just one contact from the YOS.

Across the whole sample, assessment of desistance factors was done sufficiently well in just a quarter of the cases reviewed. Most of the cases with a sufficient assessment had received a YCC. Just two of the 20 community resolution cases had a sufficient assessment of the desistance factors. There was a clear, written record of the child or young person's desistance factors in a fifth of cases. The most significant factors were substance misuse and lifestyle, which both featured in more than half of the cases.

We judged that the safety and wellbeing classification of medium risk or higher applied to 62 per cent of the sample. However, most of the cases were unclassified by the YOS and just 11 per cent were judged by case managers to be medium risk or higher. This indicates that the extent of the vulnerabilities of the out-of-court cohort were not being captured. Overall, the assessment provided sufficient analysis of how to keep the child or young person safe in only a fifth of cases. None of the community resolution cases had a sufficient analysis of the safety and wellbeing factors.

Violent or sexual offending featured in 40 per cent of the out-of-court disposal sample. As with safety and wellbeing, inspectors judged that 62 per cent of the sample should be classified as medium risk of serious harm to others; however, just under three-quarters of cases were unclassified by the case manager.

For example, in the case of Ali, the inspector commented:

“Ali has received a community resolution for indecent exposure to children under the age of 16. Whilst the offence is discussed with the child and family, there is little understanding or exploration of why the offence occurred. Given the nature of the offence, a risk assessment should have been undertaken”.

Overall, there was sufficient analysis of how other people could be kept safe in only a fifth of cases.

It was clear to inspectors that the screening tool used for assessing children and young people receiving community resolution outcomes did not enable an effective assessment. Often the child or young person was not seen alone and the approach did not provide a basis for developing intervention plans and delivering help. The assessment of children receiving out-of-court disposals was rated inadequate.

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

The YOS used AssetPlus as a planning tool for young people receiving a YCC, but there was no specific planning tool for the community resolution cases. Planning to support the child or young person's desistance was sufficient in less than a quarter of the cases examined. Given the absence of a planning and assessment tool for many of the cases, this could be expected. Over half of the cases had identifiable victims,

and in two-thirds of those cases, planning gave sufficient attention to their needs and wishes. There was little evidence of children and their parents or carers being meaningfully involved in planning or having their views taken into account. Strengths-based planning was only apparent in 19 per cent of the cases.

Inspectors judged that many of the children and young people in the sample had safety and wellbeing concerns. Planning to address their safety and wellbeing was sufficient in just 17 per cent of cases. There was no evidence of planning being carried out jointly with other agencies in any of the cases examined. We judged that 11 of the cases would have benefited from joint planning with other agencies. The inspector’s comments in the case of Charly illustrate the shortcomings in planning relating to safety and wellbeing:

“There was no evidence of planning in relation to safety and wellbeing. The family are currently working with children’s services early help, and planning could have been completed jointly. The assessment did not identify all the concerns and, as a consequence, appropriate steps to manage safety were missing”.

Planning to keep other people safe was sufficient in a quarter of cases. Planning to address concerns and risks related to actual or potential victims was sufficient in 29 per cent of relevant cases. Other agencies were not involved in any of the 11 cases where there was a potential role for them to contribute to the plans to protect others.

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.	

The assessment and planning work with children and young people subject to out-of-court disposals was insufficient, particularly where the outcome was a community resolution. Written records were weak; however, many of the case managers responsible for delivering the interventions could articulate what they understood were the key factors in the case. Case managers told inspectors that they were encouraged to keep the intervention short with children and young people who were subject to community resolutions. Despite the limited written assessments and plans, the service delivery was sufficient to support desistance in three-quarters of the cases reviewed.

Work to address safety and wellbeing was less well developed. The involvement of other organisations was sufficiently utilised in just half of cases where they had a potential role to play. Overall, in just under two-thirds of cases, the service delivery promoted the safety and wellbeing of the child or young person.

Service delivery to support the safety of other people was sufficient in 59 per cent of cases. Attention was given to the needs of victims in just over half of relevant cases. The inspector’s comments in relation to Oli illustrate the limitations of the brief approach taken to community resolution cases where there is risk of harm to others.

“The intervention focused on alcohol misuse but did not explore the violence used. There was no evidence of consultation with the victims and whether there are any ongoing victim safety concerns. The child was arrested for another offence where he has resisted arrest when under the influence of alcohol. Whilst this is noted by the YOS, no additional intervention is offered, nor is an exit strategy identified”.

Overall, we judged the implementation and delivery of services as requiring improvement.

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

We reviewed a sample of out-of-court disposal cases and observed the joint decision-making panel that determined the outcome of the case. As identified previously, assessments are not carried out on most of the out-of-court disposal cases. The panel that considers the disposal is chaired by the YOS prevention team manager and has representation from police, the Protect Team, mental health services and a victim worker. There is no education representative, although the Protect Team provides information on education. The child or young person is not usually seen prior to the panel; however, information is gathered from a number of agency records.

We found that the recommendations made by the YOS for out-of-court disposals were appropriate and proportionate in most cases. The YOT also made a positive contribution in most instances to determining the disposal, and the information provided was timely and met the needs of the case.

Sufficient attention was given to the child or young person’s understanding of the implications of receiving an out-of-court disposal in less than two-thirds of cases. Similarly, the rationale for the decision-making by the panel was apparent from the case record in less than two-thirds of cases. Overall, the YOS recommendations were sufficiently informed and personalised to the child or young person in 80 per cent of cases.

The YOS informed the police of progress of the case sufficiently and in a timely manner in three-quarters of relevant cases. Sufficient attention was given to compliance and enforcement of conditions in all applicable cases. Overall, the YOS worked effectively with the police to implement the out-of-court disposal in three-quarters of cases where required.

Summary

Strengths:

- In some cases, helpful interventions are being delivered to children and young people who receive out-of-court disposals, despite the absence of assessments and plans.
- A wide range of information is available to the panel making decisions about out-of-court disposals, and inter-agency communication is good.

Areas for improvement:

- Children and young people receiving community resolution outcomes, many of whom have complex needs, are not being assessed.
- Most out-of-court disposals being delivered do not have an effective intervention plan.
- Insufficient attention is given to the safety of victims.
- Information relating to decision-making about children and young people is not recorded on their case records.

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 the chair of the Management Board 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 56 staff members, asking them about their experiences of training, development, management supervision and leadership. The second fieldwork week is the joint element of the inspection. HMI Probation was joined by colleague inspectors from the police, and health, social care and education services. We explored the lines of enquiry that emerged from the case inspections. Various meetings and focus groups were then held, allowing us to triangulate evidence and information. In total, we conducted 35 meetings.

Domain two: court disposals

We completed case assessments over a one-week period, examining case files and interviewing case managers. 60 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. In some individual cases, further enquiries were made during the second fieldwork week by colleague inspectors from the police, and health, social care and education services.

We examined 41 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. In some individual cases, further enquiries were made during the second fieldwork week by colleague inspectors from the police, and health, social care or education services.

We examined 27 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.

In some areas of this report, data may have been split into smaller sub-samples, for example male/female cases. Where this is the case, the margin of error for the sub-sample findings may be higher than five.

Annex 2 – Inspection results

1. Organisational delivery

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

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

2. Court disposals

Standards and key questions	Rating and % yes
2.1. Assessment	Outstanding
Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	
2.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	85%
2.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	80%

2.1.3. Does assessment sufficiently analyse how to keep other people safe?	80%
--	-----

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

2.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?	76%
---	-----

2.2.2. Does planning focus sufficiently on keeping the child or young person safe?	72%
--	-----

2.2.3. Does planning focus sufficiently on keeping other people safe?	75%
---	-----

2.3. Implementation and delivery	Outstanding
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?	98%
---	-----

2.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person?	85%
--	-----

2.3.3. Does the implementation and delivery of services effectively support the safety of other people?	92%
---	-----

2.4. Reviewing	Outstanding
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?	83%
---	-----

2.4.3. Does reviewing focus sufficiently on keeping other people safe?	90%
--	-----

3. Out-of-court disposals

Standards and key questions	Rating and % yes
<p>3.1. Assessment</p> <p>Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.</p>	Inadequate
<p>3.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?</p>	26%
<p>3.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?</p>	19%
<p>3.1.3. Does assessment sufficiently analyse how to keep other people safe?</p>	19%
<p>3.2. Planning</p> <p>Planning is well-informed, holistic and personalised, actively involving the child or young person and their parents/carers.</p>	Inadequate
<p>3.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?</p>	22%
<p>3.2.2. Does planning focus sufficiently on keeping the child or young person safe?</p>	11%
<p>3.2.3. Does planning focus sufficiently on keeping other people safe?</p>	24%
<p>3.3. Implementation and delivery</p> <p>High-quality, well-focused, personalised and coordinated services are delivered, engaging and assisting the child or young person.</p>	Requires improvement
<p>3.3.1. Does the implementation and delivery of services effectively support the child or young person's desistance?</p>	74%
<p>3.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person?</p>	61%
<p>3.3.3. Does the implementation and delivery of services effectively support the safety of other people?</p>	59%

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?	80%
3.4.2. Does the YOT work effectively with the police in implementing the out-of-court disposal?	73%

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.
County lines	A type of criminal exploitation where children and young people are sent by urban gangs to smaller towns and rural areas to distribute drugs.
Court disposals	The sentence imposed by the court. Examples of youth court disposals are referral orders, youth rehabilitation orders and detention and training orders.
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.
LA	Local authority. YOTs are often a team within a specific local authority.
Out-of-court disposal (O OCD)	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.
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 or very high risk of serious harm to others. HMI Probation uses this term when referring to the classification system, but uses the broader term risk of harm when referring to the analysis that 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	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.
Signs of safety	A package of tools used by some children's services departments to bring a systematic approach to strengths-based approaches into practice with children and families.
YCC	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.
YOT/YOS	Youth Offending Team is the term used in the Crime and Disorder Act 1998 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. In Liverpool the service is known as the Youth Offending Service (YOS).
YJB	Youth Justice Board: government body responsible for monitoring and advising ministers on the effectiveness of the youth justice system. Providers of grants and guidance to the youth offending teams.



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

ISBN: 978-1-84099-880-8