



An inspection of youth offending services in

Newham

HM Inspectorate of Probation

SEPTEMBER 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. The Head of Youth Offending Team Inspections, responsible for this inspection programme, is Alan MacDonald. We would like to thank all those who helped plan and took part in the inspection; without their help and cooperation, the inspection would not have been possible.

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

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Foreword

This inspection is part of our four-year programme of youth offending service inspections. As outlined in our published methodology, we have inspected and rated Newham Youth Offending Team (YOT) across three broad areas: the arrangements for organisational delivery of the service, the quality of work done with children and young people sentenced by the courts, and the quality of out-of-court disposal work.

We have given Newham YOT an overall rating of 'Requires improvement'.

Newham YOT has many of the elements in place which are necessary to deliver an effective service to children and young people who have offended. The council has a strong commitment to its children and young people. The YOT Management Board has wide representation and is engaged with operational staff delivering the service. There are systems for monitoring performance, and quality assurance processes to give managers oversight of practice. There is a skilled, knowledgeable and committed workforce working with children and young people who have offended.

Unfortunately, however, these elements do not translate into a high-quality service. There are a number of reasons for this. The workloads of frontline staff are high. Many of the children and young people have complex lives and need their case managers to invest more time in them. Case managers do not have the capacity to give full attention to their cases consistently. There is little resilience in the service, and when staff are absent, managers clearly struggle to make alternative arrangements for children and young people to be supervised. This is particularly evident in the delivery of out-of-court disposals. The planning of interventions is not done well and there are sometimes delays in implementation. YOT workers are drawn into a wide range of partnership activity across the borough, in addition to their day-to-day case management responsibilities, and we are concerned that this reduces their capacity to perform their core role.

Some of the out-of-court disposal work is done well but we saw too many cases where there were long delays and multiple reallocations of case managers. The YOT has some control over how many community resolution disposals it delivers. These are voluntary interventions agreed between the police, YOT, and child or young person and their family. The YOT should not be agreeing to voluntary programmes that it does not have the capacity to deliver.

All of the shortcomings identified in this report are capable of being rectified quickly. In this report, we make a number of recommendations which will enable Newham to make important improvements in its service for children and young people who have offended.



Justin Russell
Chief Inspector of Probation

Overall findings

Overall, Newham Youth Offending Team (YOT) 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

Newham has some of the highest levels of serious youth violence in London, and has experienced several serious incidents which have had an impact both on children and young people, and on staff. Working to keep vulnerable children safe is the clearly stated highest priority of both the Mayor of Newham and the YOT. The service scores well on governance and leadership, and on the strength of its partnerships; however, a combination of large caseloads and additional responsibilities has left case managers with insufficient time to work effectively with children; the information and communications technology (ICT) system needs upgrading; and there is mixed evidence of effective performance management – for example, around timeliness – to drive improvement.

Our key findings about organisational delivery were as follows:

- There is a clear vision across local partnerships which promotes the importance of keeping children and young people safe.
- There is good representation on the YOT Management Board, which is actively engaged with the operational service.
- There is a skilled and knowledgeable workforce, with a commitment to children and young people.
- Partnership working is strong, particularly in relation to mental health and education, training and employment.
- There is a clear focus on disproportionality and ensuring that children and young people from black and minority ethnic backgrounds are not over-represented in the youth justice system.
- Operational and strategic managers do not have a full understanding of some of the weaknesses in practice.
- Operational managers do not have sufficient impact on the quality of recording and practice. Actions identified by managers are not always followed up.
- Large caseloads and additional responsibilities mean that staff have insufficient time to deliver a high-quality service to all children and young people.
- There is insufficient resilience in the structure to deal with staff absences.



Court disposals

We took a detailed look at 29 cases sentenced by the court, including interviews with all but one of the relevant case managers. We found that this work was not effective enough, with delays in the completion of assessments, and risks to the safety of the young people themselves and to the public not sufficiently analysed in over half of the cases. Planning was particularly weak. It was sufficient across the three components of risk, desistance, safety and wellbeing, and risk of harm in just half of the cases reviewed

Our key findings about court disposals were as follows:

- The assessment of desistance factors is mostly done well.
- YOT staff build effective working relationships with children under their supervision.
- Many assessments and reviews are completed late, some time after the court order has started or the review is due, with delays in a third of cases.
- Intervention plans do not build on assessments and do not consistently outline the work that needs to be done with children and young people.
- The involvement of other agencies in joint working to manage risks is weak.
- Work to take account of the needs of victims is not well developed and the service lacks a dedicated victim worker.



Out-of-court disposals

We reviewed in detail a sample of 20 cases diverted from formal criminal justice prosecution and dealt with out of court, including interviewing the relevant case managers. We found that liaison between the YOT and the police was good on these cases, and that the recommendations made for alternative forms of resolution were timely, appropriate and proportionate. Liaison with the police was less effective after this point, with police kept informed of progress in a timely manner in less than half of the relevant cases. We found that both assessment and planning of these cases was inadequate, with less than a fifth of plans sufficiently focused on keeping the wider public safe.

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

- The joint decision-making arrangements between the YOT and the police work well, and recommendations for disposals are timely and appropriate.
- All of the components of assessment for these cases were inadequate. There were long delays at all stages of the out-of-court process. In 70 per cent of cases, assessment was not completed within an appropriate timescale.
- There is insufficient coordination of the work of partner agencies.
- Assessments of safety and wellbeing do not identify the relevant factors. Inspectors agreed with the risk classification in only a half of cases.

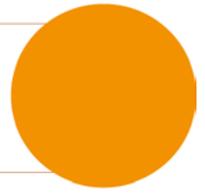
- When there are risks to others, the planning, and implementation and delivery work is ineffective.
- There is insufficient focus on victims and the service lacks a specialist victim worker.

Service: Newham Youth Offending Team

Fieldwork started: June 2019

Overall rating

Requires improvement



1. Organisational delivery

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

2. Court disposals

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

3. Out-of-court disposals

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

Recommendations

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

The Newham Youth Offending Team Management Board should:

1. improve staffing levels, to ensure that there are sufficient practitioners to deliver a high-quality service to children and young people, and appoint a specialist victim worker
2. ensure that robust quality assurance systems are in place to enable the Board to have a clear overview of practice.

The Newham Youth Offending Team should:

3. review its recording processes, to ensure that all of its work with children and young people is properly recorded on case files
4. ensure that it has sufficient capacity to deliver out-of-court disposals interventions, particularly where the interventions are not statutory
5. improve the quality of the written intervention plans that underpin work with children and young people
6. ensure that operational managers follow through agreed management oversight actions with case managers.

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 – instead, they were dealt with out of court. HMI Probation inspects both of these aspects of youth offending services.

YOTs are statutory partnerships, and they are multidisciplinary, to deal with the needs of the whole child. They are required to have staff from local authority social care services, education services, the police, the National Probation Service and local health services.¹ 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 provides some funding to YOTs. It also monitors their performance and issues guidance to them about how things are to be done.

Newham has one of the most diverse populations of any local authority in the country. Around three-quarters of the population are from black and minority ethnic backgrounds, and this is reflected in YOT caseloads. The Chief Executive of the council told inspectors that, until recently, it was the second most deprived council area in the country, although its relative position has now improved and it is currently the 25th most deprived. Data from the Mayor's Office for Policing and Crime indicates that this borough has some of the highest levels of serious youth violence in London. It has experienced several serious incidents which have had an impact on staff. Working to keep vulnerable children safe is the clearly stated highest priority of both the council and the YOT.

The role of HM Inspectorate of Probation

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

333

Newham
YOT ³

283

London

236

England and
Wales

Reoffending rates

42.6%

Newham
YOT ⁴

43.5%

London

40.1%

England and
Wales

Caseload information ⁵

Age (years)

10-14

15-17

Newham

19%

81%

National average

24%

76%

Race/ethnicity

White

Black and minority ethnic

Unknown

Newham

23%

75%

2%

National average

71%

26%

4%

Gender

Male

Female

Newham

91%

9%

National average

84%

16%



Population information

347,996

Total population of Newham in 2017 ⁶

32,685

Total youth population of Newham in 2017

25,771

Total black and minority ethnic youth population
(2011 Census for Newham) ⁷



³ Youth Justice Board. (2019). *First-time entrants, January to December 2018*.

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

⁵ Youth Justice Board. (2019). *Youth justice annual statistics: 2017-2018*.

⁶ Office for National Statistics. (2019). *UK population estimates mid-2017*.

⁷ Office for National Statistics. (2012). *Census 2011*.

1. Organisational delivery



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

1.1 Governance and leadership	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.	

We have rated governance and leadership as 'Good'. Newham YOT has many of the elements in place which are necessary to deliver an effective service to children and young people who have offended. There is a clear vision for the YOT which derives from pledges made by the Mayor of Newham to keep children in the borough safe. The area has one of the highest levels of serious youth violence in London, and the tragic deaths of several children in the borough in recent years have resulted in the focus on keeping children safe.

There is an active Management Board with a wide range of representatives, with courts being the only notable missing partner. There is a clear commitment to the YOT from Board members, and as well as attending the Board meetings, they participate in audit activity, open days and other developmental activity. The Chair of the Board has only recently joined the authority, although has previously been a member of other London YOT Boards and has a clear understanding of the role.

Board members provided examples of how they have advocated within their own agency for children who have offended, and this has been particularly beneficial in helping children to access education. The YOT Board is part of a network of partnership Boards that work across Newham. It is a high-profile partnership, and its work is integral to other service development work in the borough. There is a clear recognition that children can be both highly vulnerable and also a risk to others. The partnership recognises these competing risks and seeks ways to manage them across all its work. YOT staff make a substantial contribution to other partnership work – for example, by basing a worker in the multi-agency safeguarding hub two days per week. There is, however, a risk that there is insufficient capacity in the service for all of these activities. The YOT may, at times, be acting as a safety net for children and young people who are not receiving all the services they should be able to expect. There was a clear link between operational management and the Board. Operational managers have attended the Board to present cases studies, they have had open days, and Board members have engaged in quality assurance activity.

Keeping children safe is the priority of the Mayor of Newham, and the YOT sees its role as contributing to that priority. Ensuring that young people are seen frequently by the council's services is one of the ways in which it seeks to keep children at risk of violence and exploitation safe. There is a well-established operational management team in place, some of whom have progressed from being practitioners in the service. This team is respected by its frontline staff and strategic managers alike. There is clear evidence that managers have viewed the contents of case files, but actions identified by managers are not always followed up by practitioners. As a consequence, management oversight does not always have a sufficient impact on practice. There are delays at key stages, such as the completion of assessments and

plans. The service identifies risks to delivery, as well as future opportunities. Managers are aware that not all of their funding streams are secure, but they also recognise the opportunities arising from the planned move of the service from the council's community safety division to children's services. Operational managers provide their staff with opportunities to reflect on their practice, and staff find that this is particularly valuable because much of their caseload is highly complex in nature.

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

Staffing is judged as requiring improvement. The staff group is committed and competent but there were too many cases, particularly out-of-court disposals, where there were long delays in the implementation of programmes due to gaps in staffing.

Staff are surveyed twice in inspections, both prior to and after fieldwork. In the pre-inspection survey, seven staff responded, six of whom stated that their workloads are mostly manageable. In the post-fieldwork survey, four of the thirty responses indicated that large caseloads are a barrier to improving practice. Inspectors judged that workloads are high, however, and that case managers have insufficient time to work effectively with children and young people. The service experienced several temporary absences of staff in the months prior to the inspection, and in some cases these absences have caused gaps in the service being delivered to children and young people. There are processes to cover for staff and manager absences, but workloads have limited the scope for the reallocation of activity.

Staff are knowledgeable, skilled and well trained. They are clearly up to date with practice developments such as trauma-informed practice, contextual safeguarding and sexually harmful behaviour. Most staff do not possess a recognised professional qualification, such as in social work. Nonetheless, they have made extensive use of the training available from the Youth Justice Board and others. Many of their cases are complex, and inspectors found that these staff have the skills to manage child safeguarding and public protection. Many of the children and young people in the borough have experienced high levels of past trauma, and responding to the consequences of trauma is a priority for the children's mental health specialist staff. Newham has a highly diverse population, and the profile of the whole staff group reflects that diversity. Two of the operational managers have progressed from being practitioners in the service to having management roles. There is a 'preparation for management' development programme available.

The operational managers provide individual and group supervision. Staff are positive about the quality of the supervision they receive. Staff turnover is low, but when new staff join the service they go through a thorough induction process, which takes account of their existing knowledge. Staff appraisals should be completed annually, although in the survey some staff stated that their appraisal was overdue. Managers receive good support from their human resources department when dealing with staff performance issues. The service has a strong ethos of recognising the commitment of its staff. This includes 'Just Because' awards for staff who are doing

good work with children and young people. There are extensive in-house training and development opportunities available for staff. There is a clear commitment to learning and development within the service.

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

Partnerships and services has been rated as ‘Good’. There is a clear understanding of the needs of children and young people in Newham, with extensive analysis of demographics, crime patterns and other relevant factors. There are particular issues around serious youth violence in the borough, and there is an understanding of patterns and trends. There is a clear understanding of local context, and a clear analysis of disproportionality issues. Intervention programmes for children and young people are available for most of the offence types and other concerning behaviours that come to the attention of the service.

There is a wide range of specialist services available to the YOT. These are accessed through a mixture of embedded staff and referral to partner agencies. There is no specialist victim worker, and staff commented that this is a gap. Practice with children and young people draws on recognised strengths-based approaches.

Performance data produced by the local partnership indicates that children in Newham do better at school than might be expected, given the deprivation levels in the borough. Sixty-nine per cent of children under YOT supervision in Newham are reported to be in education, training or employment, which staff believe to be one of the highest percentages of all London boroughs. YOT staff told inspectors that if children or young people had to leave mainstream schools to attend alternative provision, such as pupil referral units, they found it difficult to gain a place back in mainstream schooling. The YOT has access to a several services to help young people over the age of 16 to access training and employment.

Partnership working is strong, and the YOT has access to a wide range of partnership activity. The YOT, in turn, supports other partners – for example, by providing staff to the local multi-agency safeguarding hub. The courts have confidence in the service and mostly accept the YOT’s sentencing proposals. The YOT is fully engaged in local processes, such as joint risk meetings, to manage serious youth violence.

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

Information and facilities has been rated as ‘Requires improvement’. The YOT is based in large freestanding premises which are accessible to children and young people. There is mixed evidence of performance and quality systems having an

impact on practice. The ICT system is outdated and the building is in poor decorative order.

There is a full range of policies and procedures to support staff and managers in the delivery of the service. Awareness of these procedures is good. Access to partnership services is good, and staff are mostly aware of how to gain the involvement these services.

The YOT office is well located on public transport routes. It does not fall within the territory of any particular local gang, and most children and young people feel safe travelling there. Although the YOT building is somewhat dated and has an austere appearance, it is popular with staff, and children and young people alike. It has sufficient space to see children and young people, and host meetings. Everyone entering the public entrance to the YOT office must pass through a metal detector, to ensure that knives or other weapons are not brought onto the premises. Children and young people are positive about this arrangement as it makes them feel that the building is safe for them.

The ICT system is outdated, and due for an upgrade shortly. Computers are old and staff do not have laptop computers for remote working. There is no Wi-Fi in the building. The case management system works effectively, and a wide range of activity and performance reports are produced from it.

There is mixed evidence of performance and quality systems driving improvement. Although there is a clear understanding of the needs of children and young people, some practice issues, such as the timeliness of assessments and gaps in service delivery due to staff absence, are not identified and acted on. The YOT has had several serious incidents; these clearly have had an impact on the service, and action has been taken to learn from them, and also to support the staff affected. There is a strong commitment to involving children and young people; for example, there is an 'ambassador' system, whereby children and young people are involved in service development work. There is a wide range of service improvement work in place, drawing on a number of different factors, such as inspection, national practice development and identified local issues.

Summary

Strengths:

- There is a clear vision across local partnerships which promotes the importance of keeping children and young people safe.
- There is good representation on the YOT Management Board, which is actively engaged with the operational service.
- There is a skilled and knowledgeable workforce with a commitment to children and young people.
- Partnership working is strong, particularly in relation to mental health and education, training and employment.
- There is a clear focus on disproportionality and ensuring that children and young people from black and minority ethnic backgrounds are not over-represented in the youth justice system.

Areas for improvement:

- Operational and strategic managers do not understand some of the weaknesses in practice.
- Operational managers do not have a sufficient impact on the quality of recording and practice.
- Large caseloads and additional responsibilities have resulted in staff having too little time to deliver a high-quality service to all children and young people.
- There is insufficient resilience in the structure to deal with staff absences.



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 this inspection, we looked at a sample of 29 cases dealt with by the courts – most of which had been sentenced at least six months previously – to enable us to assess how each stage of the case, from initial assessment to delivery and review, had been managed. In each of those cases, we inspected against four standards relating to the quality of assessment, planning, implementation and review.

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

Assessment was judged to require improvement. Some aspects were done, well such as the identification of strengths and diversity factors and also the factors relating to desistance. The assessment of risk of harm to others and the needs of victims was done less well.

Assessments of the desistance factors that have an impact on children and young people’s likelihood of reoffending were mostly done well. They were particularly strong in considering diversity factors, and also focused on the strengths and protective factors present in the child or young person’s life. The child, young person or parent was meaningfully involved in the assessment in almost all cases.

The service did not have a dedicated victim worker, and responsibility for liaising with victims was shared between case managers and seconded police officers. This arrangement had limitations, and only two-thirds of cases with an identifiable victim had sufficient attention given to their needs and opportunities for restorative justice. Assessments identified a range of important factors related to offending, including lifestyle, education and employment, living arrangements and substance misuse. We found delays in the completion of the AssetPlus assessment tool, and assessments were timely in just two-thirds of cases. The inspector’s notes in relation to Hasan illustrate what they found in several cases:

“The assessment was not timely. The young person was sentenced at court with a report, but no assessment was done alongside it. The post-sentence assessment has been copied from earlier assessments, and therefore I am unable to say with certainty that the desistance factors highlighted were relevant for the young person at that time. The assessment and PSR [pre-sentence report] do not correspond – for example, there was different information regarding cannabis use”.

Overall, three-quarters of assessments sufficiently analysed how best to support the child or young person’s desistance from offending.

Most cases in the sample inspected were assessed as presenting a medium or above risk in relation to safety and wellbeing. There were few cases assessed as low risk, and inspectors agreed with the risk classification in most cases. The vulnerability of children and young people under supervision was recognised by staff, who expressed a commitment to keeping children and young people safe in the borough. That intent, however, was not always reflected in the quality of the safety and wellbeing component of assessments. In just under half of the cases examined, the safety and wellbeing risks of the child or young person were not sufficiently analysed. The case of Rayan exemplified the complexity of the cases being supervised, and also the limitations of some safety and wellbeing assessments, as noted by one inspector:

“Information from children’s services’ records and from mother indicate significant concerns regarding early experiences. Current behaviour indicates trauma and grooming, which has been noted. However, the impact of this on current and future safety and wellbeing has not been adequately explored”.

As with safety and wellbeing, there were few low risk of harm cases in the sample. The YOT had identified 7 cases out of 29 as low risk of harm at the start of their sentence, although inspectors judged that there were just 4 cases for which a low risk of harm classification was appropriate. Less than half of the cases clearly identified who was at risk, and the nature of that risk. There were processes to share information with police colleagues, although nearly half of risk of harm assessments did not draw sufficiently on information from other agencies. Overall, the assessment of risk of harm to others was sufficient in just under half of the cases inspected.

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

Planning was judged to be ‘Inadequate’ and was one of the weakest areas of practice with children and young people subject to court orders. Plans did not sufficiently identify actions that would help them desist from offending. Critical aspects of the child or young person’s life that influenced their offending, such as diversity and family context, strengths and protective factors, maturity and motivation, were taken account of in less than two-thirds of cases. The needs and wishes of victims were taken account of in well under half of relevant cases. Plans were proportionate and capable of being delivered in an appropriate timescale in 57 per cent of cases. Overall, 13 of the 28 cases had a plan that focused sufficiently on supporting the child or young person’s desistance. The case of Haiden illustrates the weaknesses in planning, as one inspector noted:

“The plan contained generic actions – for example, work on consequences of offending, restorative justice and attendance at the trauma group. It was not clear how these interventions are to be delivered and what would be undertaken. Planning was not strengths based and failed to include critical areas of education, training and employment”.

The YOT has a stated commitment to working to keep children and young people safe. In recognition of the relatively high levels of serious youth violence, it has specific safety plans for many of the children and young people under its supervision. The safety and wellbeing aspects of planning did not reflect that commitment. Less than two-thirds of plans involved other agencies sufficiently. Children and young people's circumstances can change rapidly, and contingency planning needs to be in place to respond to these changes; however, suitable contingency planning was in place in just over one-third of cases. Overall, just over half of cases reviewed had plans that were sufficiently focused on keeping the child or young person safe.

Most of the cases reviewed were identified by inspectors as requiring a medium or above classification of risk of harm to others; however, the quality of planning to manage those risks was mixed. Other agencies were involved in the planning in 13 of the 22 relevant cases, and planning took account of the concerns and risks to victims in just one-third of cases. As with safety and wellbeing, contingency planning was sufficient in less than half of the cases reviewed. The inspector's observations in one case illustrate the weaknesses in planning to manage risk of harm:

“The assessment has failed to identify all risks – for example, risk of harm to his mother – and this has not been accounted for in planning. It is not clear what role other services have in the management of risk – for example, the police. Factors that may result in an increase in risk have not been identified and there is no contingency planning in place”.

Overall, planning was sufficiently focused on keeping people safe in half of the cases reviewed.

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.	

Implementation and delivery has been rated as 'Requires improvement'.

Relationships with children and young people were strong and they were well supported to achieve compliance with the court order. The management of the risks both to the child or young person, and that they posed to others was less effective.

The YOT had access to a wide range of specialist staff and other resources, to deliver suitable interventions to children and young people to reduce offending. Inspectors found inconsistent practice, however, and some needs not being met. The strongest aspect of implementation and delivery was in developing an effective working relationship with the child or young person and their parents. This was done effectively in 85 per cent of cases. Enabling compliance and the promotion of community integration and post-supervision access to services were both done well in three-quarters of cases. Practice with children and young people responded to diversity and the wider family context in two-thirds of cases. The YOT had adopted a strengths-based approach to practice, although it was evident in only two-thirds of cases examined. Sufficient attention was given to promoting compliance in three-quarters of cases. When enforcement action was required, it had been taken in

two-thirds of cases. The case of Mudathin provides an example of well-targeted work being done to reduce offending, as noted by one inspector:

“The case manager ensured that appropriate interventions were in place – for example, substance misuse and support from police regarding exploitation. The young person had an education requirement and there was clear and open communication between school and YOT to support engagement. Home visits were organised between YOT and school to support compliance. To encourage parental engagement, the case manager organised an interpreter for home visits”.

Overall, the implementation and delivery of services effectively supported the child or young person’s desistance in just under two-thirds of cases.

Keeping children and young people safe was a stated priority for both Newham council as a whole and the YOT. While there were measures in place to keep children and young people safe, such as safety plans and clear planning around safe locations for YOT appointments, we found that these measures did not have as great an impact on practice as might have been expected. Overall, implementation and delivery to support the safety and wellbeing of children and young people was done well in 57 per cent of cases. The stated commitment to partnership working did not translate into consistent joint working in frontline practice. There was insufficient coordination of the work of other organisations in a third of cases.

Implementation and delivery to support the safety of other people was also inconsistent in quality. Sufficient attention was given to the protection of potential and actual victims in just under half of the relevant cases. The work of other agencies in managing risk of harm was sufficiently coordinated in less than two-thirds of cases. The inspector’s comments in relation to one case illustrate the limitations of some of the work to protect others:

“Agencies were acting in isolation rather [than] being coordinated. The safety of others may have been addressed, in part, by substance misuse workers, but the evidence of what the YOT worker carried out is harder to find. Specific information, such as a fight at school, were not analysed and addressed by the YOT. Neither was potential trauma the young person may have witnessed in his parents’ relationship some years ago”.

Overall, the implementation and delivery of services to support the safety of other people was done effectively in 57 per cent of cases.

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

Many of the children and young people supervised by the YOT had complex lives, and their circumstances could change rapidly. Some aspects of review of the factors relating to the child or young person’s desistance were done well. Review led to adjustments to the planning of work to support desistance in nearly three-quarters of

cases. Reviews considered motivation, engagement and barriers to change in 79 per cent of cases, and had a sufficient focus on strengths and protective factors in two-thirds of cases. The meaningful involvement of the child or young person and their parents was less apparent, and was seen in just under two-thirds of cases. Overall, reviewing was sufficiently focused on supporting the child or young person's desistance in 64 per cent of cases. In too many cases, however, we found weaknesses in the reviewing of risk of harm to others, with a failure to make the necessary adjustments to plan to manage and minimise risk of harm to others. This pulled down our overall rating on this standard to 'requires improvement'.

The review process identified changes in factors related to safety and wellbeing in three-quarters of cases. In a similar proportion, there was sufficient input into reviews from other agencies. A written review was completed in almost all cases. The inspector's note in one case illustrates the safety and wellbeing review process being done well:

"There was sufficient reviewing that provided a focus on keeping the young person safe and there was a consistent approach from all agencies to the reviewing of safety. Effective communication and sharing information are evidenced throughout the period of supervision. Reviewing of safety plans, care plan and updates on any missing episodes were all undertaken. Visits were completed and checks made in response to any identified changes".

Overall, reviewing focused sufficiently on keeping the child or young person safe in just under three-quarters of cases.

There were some weaknesses in the reviewing of risk of harm to others. Other agencies were involved in most of the cases for which there was a risk of harm; however, in one-third of relevant cases they had no input into the YOT review of those risks. The child or young person and their parent were meaningfully involved, and their views taken account of, in less than half of the relevant cases. In just over half of cases, reviewing led to the necessary adjustments to the plan to manage and minimise risk of harm to others. Overall, reviewing was sufficiently focused on keeping other people safe in less than two-thirds of cases.

Summary

Strengths:

- Assessment of desistance factors is done well.
- YOT staff build effective working relationships with children under their supervision.

Areas for improvement:

- Many assessments and reviews are completed late, sometimes several weeks after the court order has started or the review is due.
- Intervention plans do not build on assessments, or consistently outline the work that needs to be done with children and young people.
- The involvement of other agencies in joint working to manage risks is weak.
- Work to take account of the needs of victims is not well developed.

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 this inspection, we looked at a sample of 20 such cases, 40 per cent of which had received such disposals at least three months earlier. In addition to detailed scrutiny of the relevant electronic case files, interviews were conducted with all relevant case managers. In each of these cases, we inspected against four quality standards relating to assessment, planning, implementation and review.

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

The YOT uses the AssetPlus assessment tool for children and young people receiving a youth conditional caution, and a shortened version of the predecessor assessment tool, Asset, for community resolution cases. The version of Asset used by the YOT had been developed for out-of-court disposals within the legal framework that predated the current arrangements. For the 20 cases we inspected, we judged that all of the components of assessment – that is, desistance, safety and wellbeing, and risk of harm to others – were inadequate, with serious issues around timeliness as well.

There were, however, some aspects of assessment of desistance that were done well. There was a sufficient analysis of the offending behaviour, including attitudes and motivation, in two-thirds of cases. Assessments had a sufficient focus on strengths and protective factors in three-quarters of cases. Diversity and the family and social context of the child or young person were considered in three-quarters of cases. There was an identifiable victim in one-quarter of the cases reviewed, and the YOT had given sufficient attention to their needs and wishes, and opportunities for restorative justice in four of the five cases reviewed. There was a clear written record of the assessment of the child or young person's desistance in two-thirds of cases. The critical weakness was in the timeliness of assessments. In 70 per cent of cases, the assessment of desistance was not completed within an appropriate timescale. The case of Tammem illustrates these findings in relation to assessment of desistance, as noted by one inspector:

“The assessment had been completed five months after the out-of-court disposal was agreed. This appears to be because of staff absences and reallocations. The assessment is detailed and used other sources of information well. However, this has been completed without input of child and family”.

Largely because of concerns over delays, inspectors judged that less than half of the cases had a sufficient assessment of the child or young person's desistance.

Assessment of safety and wellbeing factors was not done well, drawing on available sources of information in only one-third of cases. Inspectors agreed with the risk classification in just under half of the cases. The classification was too low in many cases. Two-thirds of assessments of safety and wellbeing were not completed within

an appropriate timescale. Overall, the assessment of safety and wellbeing was sufficient in one-quarter of cases.

Assessments failed to identify and analyse the risk of harm to others in more than half of the cases where there was such evidence. Assessment drew on available sources of information in just over half of the cases. As with the other components of assessments, there had been delays in completion, and two-thirds had not been timely. There was a clear written record of the assessment in half of the cases and, overall, 40 per cent of assessments sufficiently analysed how to keep other people safe.

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

We identified that planning for children and young people subject to court orders was weak and there were similar limitations in the planning of out-of-court disposal interventions. Two-thirds of plans set out the services most likely to support desistance, and just over half of the plans took account of diversity and wider social context factors. Planning took sufficient account of strengths and protective factors in 12 of the 20 cases. In the small number of cases with an identifiable victim, planning considered their views in half of the cases. The child or young person and their parents were meaningfully involved in just under half of the cases. Overall, 11 of the 20 cases incorporated planning that had a sufficient focus on supporting desistance but just 2 of the 12 cases where this was an issue had a sufficient focus on keeping other people safe

Sixteen of the out-of-court disposal cases had safety and wellbeing concerns, and planning supported the related risks in seven of these. Other agencies were involved in all the cases; however, YOT planning was sufficiently aligned with these agencies in just over half of the cases. Just one-quarter of cases had necessary contingency planning in place. Overall, planning was sufficiently focused on keeping the child or young person safe in half of the sample of cases.

Twelve of the cases presented a risk of harm to others, and this aspect of planning was particularly weak. Less than half of plans involved other agencies as appropriate, and three-quarters of cases did not address the specific concerns and risks related to actual or potential victims. The inspector's comments in relation to one case illustrate some of the limitations in planning for the safety of others:

“Risk management planning is poor. The case manager’s assessment of risk is focused on behaviour at school, which has meant that the planning has not been able to address how to manage risk factors in the other settings”.

Timeliness was also an issue, illustrated by the inspector's observations in Nathan's case:

“Risk planning was not completed until the end of the youth conditional caution, due to staff absence. In the meantime, it is not fully clear how risk was to be monitored or addressed”.

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

The implementation and delivery of out-of-court disposals has been judged to be 'Inadequate'. There were weaknesses in most aspects of practice, with work to support the safety of others being particularly poor. There were also delays in the delivery of programmes, in some cases because of gaps in staffing.

Effective working relationships between the YOT worker and the child or young person are a key element of delivering effective interventions. We found that there was a sufficient focus on that relationship in just under half of the cases. In a similar proportion of cases, we found that the service delivery paid sufficient attention to the diversity and wider family and social context. Two-thirds of cases had a sufficient focus on encouraging and enabling compliance with the out-of-court disposal. There was an appropriate focus on promoting opportunities for community integration and access to mainstream services in 60 per cent of cases. In less than half of the cases, the service delivery was proportionate to the type of disposal, and completed within the required timescales. Overall, service delivery supported the child or young person's desistance in just under half of the cases.

Overall, service delivery promoted the safety and wellbeing of children and young people in 7 out of 16 of the relevant cases. The involvement of other agencies was well utilised and coordinated in just over half of the case sample. The circumstance of Teon illustrates the limitations of implementation and delivery in cases with safety and wellbeing concerns, as noted by one inspector:

“There were clear indications that the young person was at risk of ongoing exploitation but [there was] little in the way of delivery to address this. All of the signs were there that the young person was avoiding contact with agencies, but there was no strategy to understand this or apply a different approach”.

Implementation to support the safety of other people was done well in one-quarter of relevant cases. Of the ten cases with an identifiable victim, sufficient attention was given to their protection in just one case.

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

The YOT contribution to the out-of-court decision-making process was strong, but liaison and joint work with the police in implementing the disposal were less effective. Overall, joint working has been rated as 'Requires improvement'.

Liaison between the YOT and the police was good. All the recommendations for out-of-court disposals were timely, appropriate and proportionate. The recommendations took account of the child or young person's understanding and acknowledgement of responsibility in almost all cases. The YOT contribution to the

determination of the disposal was also positive in almost all cases. There was a clear record of the rationale for out-of-court disposal decisions in most cases. Attention to the child or young person's and their parents' understanding of the implications of receiving an out-of-court disposal was less well developed. This aspect was done well in a just one-third of cases. Overall, however, the quality of YOT recommendations to the out-court-disposal decision-making forum was well informed, analytical and personalised in 80 per cent of cases. The YOT practice against this standard was outstanding.

Liaison between the YOT and the police after the decision had been made and in the implementation period was less well developed. The police were informed of progress and outcomes in a timely manner in less than half of the relevant cases. Sufficient attention was given to compliance and enforcement in less than two-thirds of cases. Overall, the YOT worked effectively with the police in implementing the out-of-court disposal in 57 per cent of cases.

Summary

Strengths:

- The joint decision-making arrangements between the YOT and the police work well.
- Assessments of desistance take account both of strengths and diversity factors.

Areas for improvement:

- There are long delays at all stages of the out-of-court process.
- There is insufficient coordination of the work of partner agencies.
- Assessments of safety and wellbeing do not identify the relevant factors.
- Where there are risks to others, the planning, and implementation and delivery work is ineffective.
- There is insufficient focus on victims.

Annex 1 – Methodology

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

Domain one: organisational delivery

The youth offending service submitted evidence in advance, and the Chief Executive of Newham Council 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 conducted 19 interviews with 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 29 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. 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 20 out-of-court disposals. The sample size was set to achieve a confidence level of 80 per cent (with a margin of error of 5), and we ensured that the ratios in relation to gender, sentence or disposal type, risk of serious harm, and risk to safety and wellbeing classifications matched those in the eligible population.

Annex 2 – Inspection results

In this inspection, we conducted a detailed examination of a sample of 29 post-court cases and 20 out-of-court disposals. In each of those cases, we inspect against four standards: assessment, planning, implementation/delivery and reviewing. Within each standard, inspectors answer a number of key questions about different aspects of quality, including whether there was sufficient analysis of the factors related to offending; the extent to which young offenders were involved in assessment and planning; and whether enough was done to assess the level of risk of harm posed – and to manage that risk.

To score an 'Outstanding' rating for the sections on court disposals or out-of-court disposals, 80 per cent or more of the cases we analyse have to be assessed as sufficient. If between 65 per cent and 79 per cent are judged to be sufficient, then the rating is 'Good' and if between 50 per cent and 64 per cent are judged to be sufficient, then a rating of 'Requires improvement' is applied. Finally, if less than 50 per cent are sufficient, then we rate this as 'Inadequate'.

The rating at the standard level is aligned to the lowest banding at the key question level, recognising that each key question is an integral part of the standard. Therefore, if we rate three key questions as 'Good' and one as 'Inadequate', the overall rating for that standard is 'Inadequate'.

Lowest banding (key question level)	Rating (standard)
Minority: <50%	Inadequate
Too few: 50-64%	Requires improvement
Reasonable majority: 65-79%	Good
Large majority: 80%+	Outstanding

Additional scoring rules are used to generate the overall YOT rating. Each of the 12 standards are scored on a 0–3 scale in which 'Inadequate' = 0; 'Requires improvement' = 1; 'Good' = 2; and 'Outstanding' = 3. Adding these scores produces a total score ranging from 0-36, which is banded to produce the overall rating, as follows:

- 0-6 = 'Inadequate'
- 7-18 = 'Requires improvement'
- 19-30 = 'Good'
- 31-36 = 'Outstanding'.

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>	Requires improvement
<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> <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>	Good

- 1.3.3. Are arrangements with statutory partners, providers and other agencies established, maintained and used effectively to deliver high-quality services?

1.4. Information and facilities Timely and relevant information is available and appropriate facilities are in place to support a high-quality, personalised and responsive approach for all children and young people.	Requires improvement
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- 1.4.1. Are the necessary policies and guidance in place to enable staff to deliver a quality service, meeting the needs of all children and young people?
- 1.4.2. Does the YOS's delivery environment(s) meet the needs of all children and young people and enable staff to deliver a quality service?
- 1.4.3. Do the information and communication technology (ICT) systems enable staff to deliver a quality service, meeting the needs of all children and young people?
- 1.4.4. Is analysis, evidence and learning used effectively to drive improvement?

2. Court disposals

Standards and key questions	Rating and % yes
2.1. Assessment Assessment is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.	Requires improvement
2.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	76%
2.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	55%
2.1.3. Does assessment sufficiently analyse how to keep other people safe?	48%

<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>	Inadequate
2.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?	46%
2.2.2. Does planning focus sufficiently on keeping the child or young person safe?	54%
2.2.3. Does planning focus sufficiently on keeping other people safe?	50%
<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>	Requires improvement
2.3.1. Does the implementation and delivery of services effectively support the child or young person's desistance?	63%
2.3.2. Does the implementation and delivery of services effectively support the safety of the child or young person?	57%
2.3.3. Does the implementation and delivery of services effectively support the safety of other people?	57%
<p>2.4. Reviewing</p> <p>Reviewing of progress is well-informed, analytical and personalised, actively involving the child or young person and their parents/carers.</p>	Requires improvement
2.4.1. Does reviewing focus sufficiently on supporting the child or young person's desistance?	64%
2.4.2. Does reviewing focus sufficiently on keeping the child or young person safe?	72%
2.4.3. Does reviewing focus sufficiently on keeping other people safe?	61%

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
3.1.1. Does assessment sufficiently analyse how to support the child or young person's desistance?	45%
3.1.2. Does assessment sufficiently analyse how to keep the child or young person safe?	25%
3.1.3. Does assessment sufficiently analyse how to keep other people safe?	40%
<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
3.2.1. Does planning focus sufficiently on supporting the child or young person's desistance?	55%
3.2.2. Does planning focus sufficiently on keeping the child or young person safe?	50%
3.2.3. Does planning focus sufficiently on keeping other people safe?	17%
<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>	Inadequate
3.3.1. Does service delivery support the child or young person's desistance?	45%
3.3.2. Does service delivery effectively support the safety of the child or young person?	44%
3.3.3. Does service delivery effectively support the safety of other people?	25%

3.4. Joint working	Requires improvement
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?	57%

Annex 3 – Glossary

Asset	The predecessor assessment tool to AssetPlus. Newham used a reduced version, designed for out-of-court disposals for young people receiving community resolution outcome
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 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.
Desistance	The cessation of offending or other antisocial behaviour.
Detention and training order	Prison sentence for a child or young person. The length is specified by the court, and the child or young person is placed in either a secure children's home, secure training centre or young offenders institution. The placement is dependent on age and vulnerability. The detention and training order will have both custodial and community elements, when the child or young person will be released on licence
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
ICT	Information and communications technology
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.
PSR	Pre-sentence report
Risk of Serious Harm	A term used in AssetPlus. All cases are classified as presenting 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
Referral Order	A restorative court order which can be imposed when the child or young person appearing before the court pleads guilty, and whereby the threshold does not meet a youth rehabilitation order
Safeguarding	A wider term than 'child protection' and 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" (AssetPlus Guidance, 2016)
Youth Caution	A caution accepted by a child following admission to an offence where it is not considered to be in the public interest to prosecute the offender
Youth conditional caution	As for a youth caution, but with conditions attached that the child is required to comply with for up to the next three months. Non-compliance may result in the child being prosecuted for the original offence.
YOT/YOS	Youth offending team is the term used in the <i>Crime and Disorder Act 1998</i> to describe a multi-agency

	<p>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.</p>
YOT Management Board	<p>The YOT Management Board holds the YOT to account to ensure it achieves the primary aim of preventing offending by children and young people.</p>
Youth Justice Board (YJB)	<p>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.</p>
Youth rehabilitation order	<p>Overarching community sentence to which the court applies requirements (for example, supervision requirement, unpaid work)</p>



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