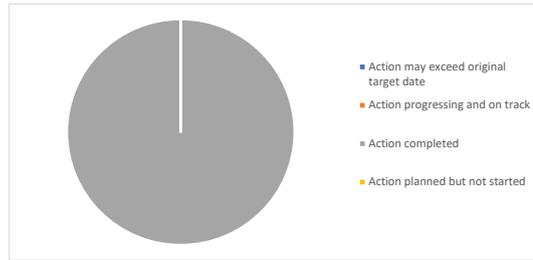


HM Inspection of Probation report: Inspection of youth justice services in Rotherham: Inspection Action Plan



CURRENT RAG STATUS	No. of actions:
Action may exceed original target date	0
Action progressing and on track	0
Action completed	61
Action planned but not started	0

Version 0.9. July Jul-23



*All dates have taken into consideration the current Government Covid guidance and the impact of the Tier requirements and current Lockdown restrictions. The Management Board reserves the right to amend deadlines if there is evidence that the planned work has been adversely affected by the pandemic.

No.	Action/Notes:	Lead Action Owner	By When	Progress Update:	Status:
Recommendations					
1. Make sure that Board members understand the specific needs of children known to the YOT and advocate on their behalf in their own agencies.					
1.1	Presentation on specific needs of YOT cohort to Board members	Chair of the YOT Management Board	Jan-21	Complete -Extraordinary Board Meeting took place on 20th January 2021 and information presented to the board. EVIDENCE REQUIRED: Minutes of meeting and powerpoint.	Action completed
2. Ensure the partnership understands the reasons for the significant number of Looked After Children known to the YOT, and reviews the policies and practices of all agencies to minimise the possibility of children entering the criminal justice system unnecessarily					
2.1	Presentation to Board Members and Corporate Parenting Board regarding looked after children known to the YOT.	Service Manager Evidence Based Hub and YOT	Mar-21	Complete - Extraordinary Board Meeting took place on 20th January 2021 and information presented to the board. Corporate parenting board on 2 March 2021 EVIDENCE REQUIRED: Minutes of meeting and powerpoint.	Action completed
2.2	Review local Authority Policy – Looked after Children and Youth Justice	Head of Service LAC	Feb-21	Policy has been revised and was agreed at Board on 21/06/2021.	Action completed
2.3	Hold workshops for staff across CYPs and partnership to update knowledge and skills	CYPs Training	Mar-21	Complete	Action completed
2.4	Provide bespoke training in Restorative Justice for staff in residential care homes and foster carers	CYPs Training	Mar-21	CYPs training to coordinate – agreed 5th January 2021. Training has now been commissioned. Currently working with LAC and Placements Team to arrange suitable delivery dates. Foster Carer sessions were run on the 16th , 17th , 18th and 19th of March 2021. 75 Foster Carers trained which is the equivalent of 52 households across the borough	Action completed
2.5	Review own agency policies and procedures to ensure that these are aligned with protocol for LAC.	Management Board	Mar-21	Presented to the Board on 21/06/2021 and added to the Board's action log. To review at the next Board on 22/09/2021.	Action completed
3. Undertake a comprehensive health needs analysis of YOT children to better understand the health provision being delivered and what needs to be developed					
3.1	Health needs analysis to be completed. - SAME AS 6.1	Management Board – CCG Manager	Feb-21	Screening tools shared with CCG Manager 29/12/20 agreed to complete SALT, MH and PH Screening in January across current YOT cohort.	Action completed
3.2	Review of Health Needs Analysis Findings - SAME AS 6.2	Management Board – CCG Manager	Mar-21	Information sharing arrangement currently being worked on. Paul Theaker updated Board on 15th March 2021. Report circulated to Board members.	Action completed
3.3	Development of Health Pathways including: CAMHS, SALT, 0-19 - SAME AS 6.3	Management Board – CCG Manager	Mar-21	All pathways are now completed and operational.	Action completed
3.4	Implementation of pathways - SAME AS 6.4	Management Board – CCG Manager	Apr-21	All pathways are now completed and operational.	Action completed
4. Review the quality and accessibility of education, training and employment provision for post-16-year-old children known to the service.					
4.1	Meet with stakeholders across Sheffield City Region to ensure that provision is accessible, inclusive and sufficient to meet the needs of the cohort.	Service Manager Evidence Based Hub and YOT	Apr-21	Met with post 16 providers in Rotherham regarding YOT cohort and contextual safeguarding <<insert date>>. Confirmed there is currently no stakeholder meeting within the region. Regular meetings with YOT heads of service across South Yorkshire to ensure consistent approach and identifying and resolving any shared barriers.	Action completed
4.2	Meet with existing post 16 providers to develop pathways for YOT young people.	Service Manager Evidence Based Hub and YOT	May-21	Variety of pathways and support in place for YOT cohort.	Action completed
4.3	To attend people and skills working group. Economic recovery group to ensure YOT cohort are considered in recovery planning.	Early Help ESF Lead	Jan-21	Discussion with Jenny Lawless/ Rachel Jackson – RJ to take this action forward at next P&S Working Group. YOT cohort is considered in planning. EVIDENCE: Minutes from P&S Working Group.	Action completed
4.4	Provide opportunities via ESF pathway. - ESF Lead to attend YOT team meeting in January 2021	Early Help ESF Lead	Feb-21	Invited to YOT Team meeting 14th January 2021	Action completed
4.5	Undertake skills audit to identify gaps in provision, accessibility and/or barriers to inclusion and ensure that commissioning arrangements are in place to meet these gaps.	YJ Operations Coordinator	Mar-21	Skills audit undertaken - to be included in Management Board report for 15th March 2021.	Action completed
5. Review the quality of risk of harm work and improve the effectiveness of management oversight in all cases.					
5.1	Develop QA tool for Post court and out of court disposal to audit risk of Harm and Safety and wellbeing. - SAME AS 13.1 AND 21.1	Service Manager Evidence Based Hub and YOT	Feb-21	Meeting arranged for 13th January to develop new QA tool. Training booked for March for YJ Coordinator and Snr Practitioners. Tool been developed and first audits took place in Jan-21, now need to analyse.	Action completed
5.2	Monthly Case audits to be undertaken and findings collated and presented to YOT management board quarterly - SAME AS 13.2 AND 21.2 BUT DIFFERENT ACTION OWNERS	Service Manager Evidence Based Hub and YOT	Mar-21	QA tool has been developed. 9 audits undertaken in February and will be 9 in March. Summary of findings to be presented to YOT Board on 21st June 2021.	Action completed
5.3	Themed multi agency Audit to be completed bi-annually to QA partnership working arrangements. - SAME AS 13.3 AND 21.3 BUT DIFFERENT ACTION OWNERS	CYPs QPD team and Management Board	Mar-22	Meeting arranged for 13th January to schedule MA Audits and review current audit tools.	Action completed
5.4	Senior Practitioner and YOT Social Worker to undergo Management training provided by YJSIP - SAME AS 13.4	YJ Operations Coordinator	To commence January 2021	Training booked and commencing in January 2021. (YOT Social Worker no longer doing).	Action completed
5.5	Mentor to be requested for YJ Operations Co-ordinator via YJSIP - SAME AS 13.5	Service Manager Evidence Based Hub and YOT	Apr-21	Request was signed off by YOT management board on 15th March 2021	Action completed
5.6	All YOT staff to complete refresher training on AssetPlus - SAME AS 13.6 BUT DIFFERENT COMPLETION DATE	Service Manager Evidence Based Hub and YOT	May-21	Training booked through Silver Bullet training company and has commenced in March 2021. Three sessions of this training have now been completed. Feedback so far is really positive.	Action completed
5.7	To commission a peer review through Youth Justice Sector Improvement Partnership.	Management Board	Dec-21	Request was signed off by YOT management board on 15th March 2021. However, unlikely due to pandemic backlog, that this will take place in 2021.	Action completed

5.8	Introduction of new Countersigning framework, All Assessments (Out of court or ASSET+) with Low rating across ALL 3 domains will be self signoff. Management Oversight to be undertaken during Case Discussions, Supervisions and Audits. Staff with Performance issues and New staff will be exempt from this process.	Zulfiqar Shaffi	Dec-22	Staff consulted. Technical discussion relating to ASSET+ completed, signoff Asset+ switch on	Action completed
5.9	Intoduction of Local Standard, All ASSET+ to be sent for countersigning within 20 working days. Countersigners will now have 5 working days to sign off Assessments which would enable quality feedback and appropriate time for ammendments.	Zulfiqar Shaffi	Jan-23	Completed - New local standard in place from October 2022.	Action completed
5.1	YJS Board members to observe and participate in Out of Court decision making panel. Board members to receive final report of the work undertaken/progress and distance travelled for each young person discussed at the panel.	Zulfiqar Shaffi	Mar-23	Process now in place for oversight. Dates for observation sent out in May 2023 for Board members to observe and participate for Out of Court decision panel decision, Board members attending will receive a end case summary of the progress and work undertaken.	Action completed
5.2 PR-7	Enhance Board oversight of effectiveness of Out of Court Disposal decision making across the partnership.	Zulfiqar Shaffi	Mar-23	Up to 3 cases referred to the South Yorkshire Scrutiny panel for Out of Court Disposals. YJS has now setup a process to closing the feedback loop from SY scrutiny panel and discussed at the partnership board meeting.	Action completed
5.3 PR-11 YJS AP 4.1	Review the partnership sharing and escalation processes and include in new working agreements.	Zulfiqar Shaffi	Mar-23	Escalation policy/process embeded with the Risk Policy. Completed as part of PR-12	Action completed
5.4 PR 12 YJS AP 5.1	Review the Youth Justice Service's Risk Management Policy and clarify the role of the wider partnership (for example, CAMHS, Education and the Police) and their input into child specific risk management plans	Zulfiqar Shaffi	Mar-23	The new YJS Risk Policy has been agreed, this policy will include and clarify the roles and responsibilities of external partners including how information is recorded in their organisations. The date of completion has been initially extended to 24th April to	Action completed
Organisational delivery					
6. Although health provision is available through the Early Help Service, the arrangements do not recognise the specialised needs of children known to the YOT, including physical and emotional, mental health and wellbeing concerns.					
6.1	Health needs analysis to be completed. - SAME AS 3.1	Management Board Health representative	Feb-21	See 3.1.	DUPLICATE ACTION
6.2	Review of Health Needs Analysis Findings - SAME AS 3.2	Management Board Health representative	Mar-21	See 3.2.	DUPLICATE ACTION
6.3	Development of Health Pathways including: CAMHS, SALT, 0-19 - SAME AS 3.3	Management Board Health representative	Mar-21	See 3.3.	DUPLICATE ACTION
6.4	Implementation of pathways - SAME AS 3.4	Management Board Health representative	Apr-21	See 3.4.	DUPLICATE ACTION
6.5	Partnership training to be delivered to YOT and Health colleagues.	Management Board Health representative	Apr-21	CAMHS attended YOT team meeting on 25th March 2021 to deliver training on pathways and service offer. YOT are attending CAMHS team meeting on 21st April 2021 to deliver training around YOT.	Action completed
7. The pathways for YOT staff to access health services, for example speech, language and communication provision, lack clarity.					
7.1	Screening tools to be revised and pathways developed and communicated to all YOT staff.	Management Board Health representative	Apr-21	Complete. SALT forms agreed at YOT Team Meeting on 15/07/2021.	Action completed
7.2	Dip Sampling of cases bi monthly to QA referrals to health services.	Service Manager Evidence Based Hub and YOT	Apr-21	Information sharing arrangement currently being worked on. Agreed at Board on 15th March 2021.	Action completed
7.3	Management oversight of all assessments to ensure multi agency contribution to assessment and plan.	YJ Operations Coordinator	Jan-21	Completed in all cases and reinforced through Triage and Outcomes panel	Action completed
7.4	Explore how the partnership can expedite Health pathways and access to health and wellbeing support for children and young people open to the Youth Justice Service.	Helen Sweatton	Apr-23	2 new part time nurses have been appointed, They will provide 0.2FTE health support for young people in the YJS and strengthened the existing pathway into Health services.	Action completed
7.5	Comisioning and secondment of Speech and Communication Therapist and Child Adolocence Mental Health worker.	Zulfiqar Shaffi	Mar-23	Statement of performance, outcomes and expectations agreement now received, An Initial 2 year, 3 day a week post has been agreed between the YJS and Speech and Communication Team, this post is going through recruitment with the view of a start date as soon as possible. Zulfiqar liaising with CAMHS to strenghten pathway and working relationship, therefore secondee from this service now not viable.	Action completed
8. Board members do not understand the specific needs of YOT children so cannot effectively advocate on their behalf in their own agencies.					
8.1	Quarterly presentation to YOT Board regarding current cohort status – including BAME, LAC, Health, SEND, ETE, Exclusions, re-offending	YJ Operations Coordinator	Extraordinary YOT Board Meeting took place on 20th January 2021	Analysis and data presented to YOT Management Board December 2020 and Extraordinary YOT board on 20th January 2021. EVIDENCE REQUIRED: Board reports.	Action completed
8.2	Individual Board Members to provide disproportionality analysis of own services in relation to BAME, LAC, Health, SEND, EET, Exclusions	Management Board	Mar-21	Work progressing, awaiting final summary report with recommendations to Board on 22/09/2021. Wider conversations around disproportionality with VRU, LCJB and YOT heads of service. This is included in the delivery plan for reducing reoffending (LCJB). Will be working with the RCF's independent ethics panel to	Action completed
8.3	YJS Board members to observe and participate in Out of Court decision making panel. Board members to receive final report of the work undertaken/progress and distance travelled for each young person discussed at the panel.	Zulfiqar Shaffi	Mar-23	Process now in place for oversight. Dates for observation sent out in May 2023 for Board members to observe and participate for Out of Court decision panel decision, Board members attending will receive a end case summary of the progress and work undertaken.	Action completed
8.4 PR-13	Workforce and partnership development including the induction for staff (including secondees), volunteers and partnership board members.	Zulfiqar Shaffi	Mar-23	Ongoing work around shadowing YJS stakeholders. This includes attending reparation, Observing Referral order panels. A list of opportunities has been created and final agreement pending with Stakeholders. Presentations to Partnership board included.	Action completed
8.3					Action completed
9. The Management Board and the partnership have not focused on why so many Looked After Children are known to the YOT.					
9.1	See also Recommendation 1 above.	Chair of the YOT Management Board	Jan-21	Complete - Extraordinary Board Meeting took place on 20th January 2021	DUPLICATE ACTION

9.2	Presentation to YOT Board in December and workshop in January. Presentation to Corporate Parenting Panel in March and ILSC January.	Chair of the YOT Management Board	Mar-21		Action completed
10. YOT figures for post-16-year-old children who are not in education, training and employment are high, and the partnership has not done enough work to review what provision is available in the locality for this cohort of children.					
10.1	See also Recommendation 4 above.	Management Board		See also Recommendation 4 above.	DUPLICATE ACTION
10.2	Audit of YOT NEET cohort – findings presented to outreach and engagement coordinators and a specific strategy developed to meet the needs of the YOT cohort.	YJ Operations Coordinator	Feb-21	Conversation has taken place re: inclusion of this in the Outreach and Engagement NEET Strategy. YOT NEET cohort audit complete.	Action completed
11. Although YOT practitioners can access the interventions that are available as part of the wider Rotherham early help offer, there is little evidence that these services are regularly used for children known to the YOT.					
11.1	Focus group arranged for January 2021 to consult with staff in YOT, EBH and EH to agree how to share good practice and obtain best outcomes for Young people.	Service Manager Evidence Based Hub and YOT	Jan-21	Fortnightly YOT team meetings take place to share learning and good practice from locality teams. Team meetings have, to date, included input from: - Outreach and Engagement teams re Children's Centre activities - Early Help Managers – Assessment, planning and TAF reviews - Evidence Based Hub – Parenting programmes - Evidence Based Hub – Young People programmes - ICON training - Participation, Voice and Influence - CCE Pathways Focus group took place.	Action completed
11.2	YOT workers to be 'matched' to a locality team to develop a better understanding of support and services in localities and communities.	Service Manager Evidence Based Hub and YOT	Feb-21	completed	Action completed
11.3	Future Planned Team meetings: ESF 14/1/21 SENDIASS 28/1/21	Service Manager Evidence Based Hub and YOT	Feb-21	Rachel Jackson attended ESF meeting. Kerry Taylor attended SENDIASS meeting.	Action completed
11.4	10 YJS Staff to be trained in the delivery of 5 Specific evidence based programmes, these include Behind the Blade, Managing Anger and Crime prevention. Ur	Zulfiqar Shaffi	Mar-23	Behind the Blade and Managing Anger completed January 2023. Other programmes training have been booked for new recruitment and the Turnaround	Action completed
12. The inspection found that management oversight is poor both for post-court orders and out-of-court disposals.					
12.1	See also recommendation 5 above.	Service Manager Evidence Based Hub and YOT		See also recommendation 5 above.	DUPLICATE ACTION
12.2	Case managers to record individual discussions with Managers as management oversight to ensure this is clear in case records.	Service Manager Evidence Based Hub and YOT	Jan-21	Communicated to staff via team meeting and daily check in – reinforced through supervision of cases. Will come out through audits. Monitor going forward.	Action completed
12.3	Service Manager to continue to Moderate case file Audits and review previous Audits to draw out key learning and ensure this is communicated to all staff	Service Manager Evidence Based Hub and YOT	Monthly activity – to be reviewed quarterly.	CYPS audit schedule in place, audit feedback is standing item on team meeting agenda and supervision. Audit findings to be presented quarterly to Management board. Now business as usual.	Action completed
12.4	As part of the new Risk Policy which includes management oversight, a new process "Post Court Initial Planning Panel (PCIPP) has been introduced to ensure a Multi-agency approach and management oversight of Post Court orders.	Zulfiqar Shaffi	Mar-23	Policy and process now in Practice.	Action completed
Court disposals					
13. Assessing, delivering interventions and reviewing to keep other people safe were poor areas of practice that require improvement.					
13.1	Develop QA tool for Post court and out of court disposal to audit risk of Harm and Safety and wellbeing. - SAME AS 5.1 AND 21.1	Service Manager Evidence Based Hub and YOT	Feb-21	See 5.1.	DUPLICATE ACTION
13.2	Monthly Case audits to be undertaken and findings collated and presented to YOT management board quarterly - SAME AS 5.2 AND 21.2 BUT DIFFERENT ACTION OWNERS	Service Manager Evidence Based Hub and YOT	Monthly activity to be reviewed quarterly and presented to board	See 5.2.	DUPLICATE ACTION
13.3	Themed multi agency Audit to be completed bi-annually to QA partnership working arrangements. - SAME AS 5.3 AND 21.3 BUT DIFFERENT ACTION OWNERS	CYPS QPD team and Management Board	Mar-22	See 5.3.	DUPLICATE ACTION
13.4	Senior Practitioner and YOT Social Worker to undergo Management training provided by YJSIP - SAME AS 5.4	YJ Coordinator	Jan-21	See 5.4.	DUPLICATE ACTION
13.5	Mentor to be requested for YJ Operations Co-ordinator via YJSIP - SAME AS 5.5	Service Manager Evidence Based Hub and YOT	Apr-21	See 5.5	DUPLICATE ACTION
13.6	All YOT staff to complete refresher training on AssetPlus - SAME AS 5.6 BUT DIFFERENT COMPLETION DATE	Service Manager Evidence Based Hub and YOT	May-21	See 5.6.	DUPLICATE ACTION
14. The needs and wishes of victims were not always considered, and the potential impact on victims was not adequately assessed.					
14.1	Develop QA tool for Post court and out of court disposal to audit victim involvement.	Remedi manager	Feb-21	On target to be completed	Action completed
14.2	Review victim engagement at quarterly contract reviews with Remedi.	Remedi manager	Mar-21	Contract reviews are in place and take place quarterly	Action completed
14.3	Remedi to liaise with SYP to encourage victims to give consent to engage with services.	Remedi Manager	Mar-21	Deep dive audits being completed by Remedi. Issue of time taken from offence to sentencing has been escalated to the Local Criminal Justice Board and will be discussed at the Complete Victim Care Meeting. Remedi are liaising with adult victim services to identify good practice in engaging victims in restorative justice.	Action completed
15. A lack of health input in relevant cases meant that some children's needs were not met.					
15.1	See also recommendation 4 above.	Board Members – Rotherham CCG Representative and TRFT Manager		See also recommendation 4 above.	DUPLICATE ACTION

15.2	Health services to be represented at YMARAC and Triage and Outcome Panel. - SAME AS 18.2	Board Members – Rotherham CCG Representative and TRFT Manager	Jan-21	Complete - Liaison and diversion attending both meetings	Action completed
16. When children were discussed at multiagency meetings it was not always evident in their cases what impact this had on their level of risk and the interventions delivered.					
16.1	Monthly Dip sampling of case files to ensure case records reflect risk levels and intervention addresses risk identified.	Service Manager Evidence Based Hub and YOT	Feb-21	Dates for dip sampling scheduled for 2021 – findings to be reported to YOT management Board quarterly. Dip sampling commenced 25th January 2021, first report to Board in June 2021.	Action completed
16.2	New Risk Policy which include new Case manager Templates mirroring the ASSET+ tool to assist with review of Impact and Risk.	Zulfiqar Shaffi	Mar-23	New Template introduced and now in practice	Action completed
17. Although staff had received training on signs of safety and trauma-informed practice, there was limited evidence that these approaches were used with children in the cases inspected.					
17.1	Refresher training TIP to be completed by all YOT staff and practice lead identified.	CYPS training and development Service Manager Evidence Based Hub and YOT	Mar-21	Agreed with CYPS Training and development. TIP has been offered and delivered by Violence Reduction Unit in line with CYPS workforce plan.	Action completed
17.2	Refresher training in SOS to be completed by all YOT staff and practice lead identified.	CYPS training and development Service Manager Evidence Based Hub and YOT	May-21	SoS training was delivered to YOT team in April and May 2021. The advanced training for managers and senior practitioners now complete.	Action completed
Out-of-court disposals					
18. The lack of health provision in relevant cases hampered the work done to keep children safe					
18.1	See also recommendation 4 above.	Board representatives – CCG Manager and TRFT Manager		See also recommendation 4 above.	DUPLICATE ACTION
18.2	Health services to be represented at YMARAC and Triage and Outcome Panel. - SAME AS 15.2	Board representatives – CCG Manager and TRFT Manager	Jan-21	See 15.2.	DUPLICATE ACTION
19. Not all children were assessed before a disposal was delivered.					
19.1	All children to be referred to the YOT for screening and initial assessment prior to outcome.	South Yorkshire Police	Mar-21	Agreed with SYP District Commander to commence March 2021. New pathway has been agreed. Review of capacity in SYP and YOT agreed on all LAC (rather than all children), and any offences committed within a child's home in order to ensure early intervention. This was rolled out on 1st March 2021.	Action completed
19.2	To establish a triage and outcomes panel to ensure Multi agency decision making regarding Domain 3 cases and PSR recommendations.	Service Manager Evidence Based Hub and YOT	Feb-21	Panel Established – TOR have been reviewed and agreed.	Action completed
19.3	Local Standard and Policy reviewed for Out of Court Disposal to ensure Service is meeting the National Standard.	Zulfiqar Shaffi	Mar-23	Policy reviewed and updated April 2023	Action completed
20. For out-of-court work generally, there was a capacity issue with the role of the seconded police officer, as there was insufficient resource to meet the workload					
20.1	YOT Police officer to produce new pathway and identify where additional capacity is required.	South Yorkshire Police	Jan-21	Completed – SYP YOT Police officer to broker support from wider police force.	Action completed
20.2	Pathway to be presented and agreed at March YOT Management board.	South Yorkshire Police	Apr-21	Agreed at 15th March 2021 Board.	Action completed
21. Planning and the delivery of services for a child's safety and wellbeing and for keeping other people safe were poor					
21.1	Develop QA tool for Post court and out of court disposal to audit risk of Harm and Safety and wellbeing. - SAME AS 5.1 AND 13.1	Service Manager Evidence Based Hub and YOT	Feb-21	See 5.1.	DUPLICATE ACTION
21.2	Monthly Case audits to be undertaken and findings collated and presented to YOT management board quarterly - SAME AS 5.2 AND 13.2 BUT DIFFERENT ACTION OWNERS	Service Manager Evidence Based Hub and YOT	Mar-21	See 5.2.	DUPLICATE ACTION
21.3	Themed multi agency Audit to be completed bi-annually to QA partnership working arrangements. - SAME AS 5.3 AND 13.3 BUT DIFFERENT ACTION OWNERS	CYPS PQ Team and YOT Management Board	Mar-22	See 5.3.	DUPLICATE ACTION

Action may exceed original target date	0
Action progressing and on track	0
Action completed	61
Action planned but not started	0

Acronyms	
YOT	Youth Offending Team
LAC	Looked After Children
CYPS	Children & Young People's Service
SALT	Speech & Language Therapy
MH	Mental Health
PH	Physical Health
CAMHS	Child & Adolescent Mental Health Service
0-19	Health Service
ESF	European Social Fund
QA	Quality Assurance
MA	Multi-Agency
YJSIP	Youth Justice Sector Improvement Partnership
Asset Plus	Youth Justice Approved Assessment Tool
SEND	Special Educational Needs & Disabilities
BAME	Black, Asian and Minority Ethnicity
ETE	Education, Training & Employment
ICON	Public Health message with the ultimate purpose to reduce Shaken Baby Syndrome.
	*I – Infant crying is normal
	*C – Comforting methods can help
	*O – It's Ok to walk away
	*N – Never, ever shake a baby
ILSC	Improving Lives Select Commission
NEET	Not in Education, Employment or Training
EH	Early Help
CCE	Child Criminal Exploitation
TAF	Team Around Family
SENDIASS	Special Educational Needs & Disabilities Information Advice & Support Service
TRFT	The Rotherham Foundation Trust
YMARAC	Youth Multi Agency Risk Assessment Conference
SOS	Signs of Safety
TIP	Trauma Informed Practice
TOR	Terms of Reference
PSR	Pre-Sentence Report
SYP	South Yorkshire Police
P&Q	Performance & Quality