



Inspection of  
Youth  
Offending

*Archwilio Rhaglen Troseddwyr Ifanc*



Arolygiad ar y Cyd Cyfiawnder Troseddol

# Core Case Inspection of youth offending work in England and Wales

Report on youth offending  
work in:

**Medway**

ISBN: 978-1-84099-438-4

2011



## Foreword

This Core Case Inspection of youth offending work in Medway took place as part of the Inspection of Youth Offending programme. We have examined a representative sample of youth offending cases from the area, and have judged how often the Public Protection and the Safeguarding aspects of the work were done to a sufficiently high level of quality.

We judged that the Safeguarding aspects of the work were done well enough 67% of the time. With the Public Protection aspects, work to keep to a minimum each individual's *Risk of Harm to others* was done well enough 61% of the time, and the work to make each individual less likely to reoffend was done well enough 71% of the time. A more detailed analysis of our findings is provided in the main body of this report, and summarised in a table in Appendix 1. These figures can be viewed in the context of our findings from Wales and the regions of England inspected so far – see the Table below.

We found a YOT which had gone through a significant amount of change over the previous 12 months, including some at middle management level. Staff demonstrated a high degree of commitment to the children and young people under their supervision and were achieving positive results in many cases through quality interventions.

However, the quality and timeliness of assessments and reviews needed to improve so as to ensure that interventions were targeted appropriately.

Overall, we consider this an average set of findings. Nonetheless, we are confident that the team is both committed to further improvement and fully capable of achieving it.

*Andrew Bridges*  
*HM Chief Inspector of Probation*

*June 2011*

	Scores from Wales and the English regions that have been inspected to date			Scores for Medway
	Lowest	Highest	Average	
<b>'Safeguarding' work</b> <i>(action to protect the young person)</i>	37%	91%	68%	<b>67%</b>
<b>'Risk of Harm to others' work</b> <i>(action to protect the public)</i>	36%	85%	63%	<b>61%</b>
<b>'Likelihood of Reoffending' work</b> <i>(individual less likely to reoffend)</i>	43%	87%	70%	<b>71%</b>

## **Acknowledgements**

We would like to thank all the staff from the Youth Offending Team, members of the Management Board and partner organisations for their assistance in ensuring the smooth running of this inspection.

<i>Lead Inspector</i>	<i>Helen Rinaldi</i>
<i>Practice Assessor</i>	<i>Kerry Robertson</i>
<i>Local Assessor</i>	<i>Louise Hulse</i>
<i>Support Staff</i>	<i>Jane Regan</i>
<i>Publications Team</i>	<i>Alex Pentecost; Christopher Reeves</i>
<i>Editor</i>	<i>Liz Calderbank</i>

## Contents

	Page
Acknowledgements	4
Scoring – and Summary Table	6
Recommendations	7
Next steps	7
Service users' perspective	8
Sharing good practice	9
1. ASSESSMENT AND SENTENCE PLANNING	10
1.1 Risk of Harm to others (RoH)	10
1.2 Likelihood of Reoffending (LoR)	11
1.3 Safeguarding	12
2. DELIVERY AND REVIEW OF INTERVENTIONS	14
2.1 Protecting the public by minimising Risk of Harm to others	14
2.2 Reducing the Likelihood of Reoffending	15
2.3 Safeguarding the child or young person	16
3. OUTCOMES	18
3.1 Achievement of outcomes	18
3.2 Sustaining outcomes	19
Appendix 1: Summary	20
Appendix 2: Contextual information	21
Appendix 3a: Inspection data chart	22
Appendix 3b: Inspection data	23
Appendix 4: Role of HMI Probation and Code of Practice	23
Appendix 5: Glossary	24

## Scoring – and Summary Table

This report provides percentage scores for each of the ‘practice criteria’ essentially indicating how often each aspect of work met the level of quality we were looking for. In these inspections we focus principally on the Public Protection and Safeguarding aspects of the work in each case sample. Accordingly, we are able to provide a score that represents how often the *Public Protection* and *Safeguarding* aspects of the cases we assessed met the level of quality we were looking for, which we summarise here. We also provide a headline ‘Comment’ by each score, to indicate whether we consider that this aspect of work now requires either **MINIMUM**, **MODERATE**, **SUBSTANTIAL** or **DRASTIC** improvement in the immediate future.

<b>Safeguarding score:</b>	
This score indicates the percentage of <i>Safeguarding</i> work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
<b>Score:</b> <b>67%</b>	<b>Comment:</b> <b>MODERATE improvement required</b>
<b>Public Protection – Risk of Harm score:</b>	
This score indicates the percentage of Risk of Harm work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
<b>Score:</b> <b>61%</b>	<b>Comment:</b> <b>MODERATE improvement required</b>
<b>Public Protection - Likelihood of Reoffending score:</b>	
This score indicates the percentage of Likelihood of Reoffending work that we judged to have met a sufficiently high level of quality.	
<b>Score:</b> <b>71%</b>	<b>Comment:</b> <b>MODERATE improvement required</b>

We advise readers of reports not to attempt close comparisons of scores between individual areas. Such comparisons are not necessarily valid as the sizes of samples vary slightly, as does the profile of cases included in each area’s sample. We believe the scoring is best seen as a headline summary of what we have found in an individual area, and providing a focus for future improvement work within that area. Overall our inspection findings provide the ‘best available’ means of measuring, for example, how often each individual’s *Risk of Harm to others* is being kept to a minimum. It is never possible to eliminate completely Risk of Harm to the public, and a catastrophic event can happen anywhere at any time – nevertheless a ‘high’ *RoH* score in one inspected location indicates that it is less likely to happen there than in a location where there has been a ‘low’ *RoH* inspection score. In particular, a high *RoH* score indicates that usually practitioners are ‘doing all they reasonably can’ to minimise such risks to the public, in our judgement, even though there can never be a guarantee of success in every single case.

## **Recommendations** (primary responsibility is indicated in brackets)

Changes are necessary to ensure that, in a higher proportion of cases:

- (1) a timely and good quality assessment and plan, using Asset, is completed when the case starts (YOT Manager)
- (2) specifically, a timely and good quality assessment of the individual's vulnerability and *Risk of Harm to others* is completed at the start, as appropriate to the specific case (YOT Manager)
- (3) as a consequence of the assessment, the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm, to make them less likely to reoffend, and to minimise any identified *Risk of Harm to others* (YOT Manager)
- (4) risk management plans and vulnerability management plans are completed on time and are of good quality. They clarify the roles and responsibility of staff and include planned responses to changes in the child or young person's *Risk of Harm to others* and their own vulnerability (YOT Manager)
- (5) for both custodial and community cases, the specific plan of work is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services (YOT Manager)
- (6) there is evidence in the file of regular quality assurance by management, especially of screening decisions, as appropriate to the specific case (YOT Manager).

## **Next steps**

An improvement plan addressing the recommendations should be submitted to HM Inspectorate of Probation four weeks after the publication of this inspection report. Once finalised, the plan will be forwarded to the Youth Justice Board to monitor its implementation.

## Service users' perspective

### Children and young people

Twenty-nine children and young people completed a questionnaire for the inspection.

- ◇ All but two of the children and young people said they understood why they had to attend the YOT. Most felt that the YOT workers listened to them and were interested in helping them.
- ◇ Eleven of those who completed a questionnaire were on a referral order; all knew what a referral order contract was and all but one had discussed it with their YOT worker. Half of those on other types of order said they knew what a sentence plan was.
- ◇ Just over three-quarters of those completing the questionnaire said that their sentence plan or referral order contract had been reviewed.
- ◇ 57% remembered completing a *What do YOU think?* form; one-quarter could not remember whether they had done so or not.
- ◇ Seventeen children and young people said that life had improved for them as a result of the work done with the YOT. For many, this related to efforts to gain training or employment, or help with housing and other lifestyle improvements. One said *"I got into college, stopped offending and changed the people I call friends"*.
- ◇ Twenty-five of 29 children and young people said that they were either a bit or a lot less likely to reoffend as a result of their work with the YOT.

### Victims

Six questionnaires were completed by victims of offending by children and young people.

- ◇ The YOT had explained the service to all of those who responded to the survey.
- ◇ All but one person was satisfied with the service provided by the YOT.
- ◇ All had had the chance to talk to the YOT about any worries about the child or young person or the offence that had been committed against them. However, one person felt that insufficient attention had been paid by the YOT to their safety.
- ◇ One respondent commented *"I think the service was good and very useful to the community"*.



## Sharing good practice

Below are examples of good practice we found in the YOT.

### Assessment and Sentence Planning

#### General Criterion: 1.2

Melissa was only 13 years old when sentenced to a YRO. Her learning style was assessed at the start of the order and she was found to be a visual learner. Bearing this and her young age in mind, the case manager worked with Melissa and her mother to devise an intervention plan. Between them, they agreed targets which they then cut out from the plan, copying these onto paper, together with drawings and pictures from magazines and the internet which were used to illustrate each target. The resultant piece of work was then laminated so that Melissa could refer to it easily as her sentence progressed.

### Delivery and Review of Interventions

#### General Criterion: 2.2

Thirteen year old Sarah had Attention Deficit Hyperactivity Disorder and behaved very badly at school. In order to tackle the issue, the case manager arranged a meeting with the Family Intervention Project, the school and the YOT, which identified both the work to be undertaken with Sarah and the need for one-to-one work with her mother. The case manager attended the school regularly in order to monitor Sarah in this environment and visited the mother twice a week to seek to involve her more proactively with her daughter's care.

### Outcomes

#### General Criterion: 3.2

Liam was on a short licence following a four month DTO. The licence was due to finish shortly before Liam's eighteenth birthday and there were ongoing significant issues concerning his mental health. The case manager called a meeting between the adult mental health service, CAMHS, the YOT health manager, herself and Liam to review the issues. She hoped to persuade the adult mental health service to take Liam on prior to the end of his licence, in order that support for him could be sustained beyond the licence period. Not only did the case manager achieve this but she also arranged for Connexions to continue to see Liam after his licence ended and for social care services to support him through the 'leaving care' arrangements until he reached 21 years old.

All names have been altered.

## 1. ASSESSMENT AND SENTENCE PLANNING

### 1.1 Risk of Harm to others (RoH):

**General Criterion:**

*The assessment of RoH is comprehensive, accurate and timely, takes victims' issues into account and uses Asset and other relevant assessment tools. Plans are in place to manage RoH.*

**Score:**

**64%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) The Asset RoSH classification was judged to be accurate in 90% of cases. There were only two cases where we considered the classification to be too low and one case too high.
- (2) RMPs were completed in all but one of the relevant cases.
- (3) Where there was no requirement for a formal RMP, or where one had not been produced, the need to manage risk issues was nonetheless recognised in nearly two-thirds of cases.

**Areas for improvement:**

- (1) RMPs were integrated with intervention plans and referral order contracts in only half of relevant cases. Objectives within intervention plans and referral order contracts were prioritised according to the child's or young person's assessed *RoH* in just under a quarter of applicable cases.
- (2) RoSH screening was completed in a timely fashion in less than three-quarters of all cases and was accurate in only half the cases.
- (3) A full RoSH analysis was completed on time in only 6 of the 11 cases where required and was considered to be of sufficient quality in just four.
- (4) Only four of the seven required RMPs were completed on time and just three were of sufficient quality. Those that were judged to be insufficient either lacked clarity about roles and responsibilities or contained an unclear or inadequate response to issues of risk. Only two of the plans were appropriately overseen by management.

## 1.2 Likelihood of Reoffending:

### **General Criterion:**

*The assessment of the LoR is comprehensive, accurate and timely and uses Asset and other relevant assessment tools. Plans are in place to reduce LoR.*

### **Score:**

**66%**

### **Comment:**

**MODERATE improvement required**

### **Strengths:**

- (1) In completing initial assessments of LoR, case managers made good use of the information available from other agencies, particularly in the area of ETE.
- (2) YOT workers tried to actively engage children and young people in completing their initial assessments in over three-quarters of cases and assessed their learning styles in 69%. This was seen as a particular strength. Parents/carers were actively encouraged to become involved in over three-quarters of assessments.
- (3) Working relationships with the local secure estate were evidently good; this was no doubt assisted by the close proximity of a secure training centre and a YOI in the neighbourhood. As a result, YOT workers were actively involved with the planning process in all of the ten custodial cases we examined.

### **Areas for improvement:**

- (1) Only 54% of initial assessments were reviewed at appropriate intervals.
- (2) Although seven of the ten custodial cases contained a custodial sentence plan, in half of the cases these plans were late and/or failed to sufficiently address issues related to offending. Similarly, less than two-thirds of community intervention plans were timely and half failed to sufficiently address issues related to offending.
- (3) Intervention plans incorporated the child or young person's learning style and diversity needs in 35% and 48% of cases respectively. This was seen as a missed opportunity, given the higher than average rate at which the learning styles were assessed.

### 1.3 Safeguarding:

**General Criterion:**

*The assessment of Safeguarding needs is comprehensive, accurate and timely and uses Asset and other relevant assessment tools. Plans are in place to manage Safeguarding and reduce vulnerability.*

**Score:**

**63%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) Initial assessments were informed by children's social care services in 88% of cases.
- (2) Children's Services were actively and meaningfully involved in the planning process throughout the sentence in 87% of cases.

**Areas for improvement:**

- (1) Asset vulnerability screening had been completed in 84% of cases and was timely in 73%, but of sufficient quality in only 38% of cases. Similarly, vulnerability management plans were timely in six of 23 relevant cases and of sufficient quality in only four.
- (2) Safeguarding needs were reviewed in only 42% of cases.
- (3) Management oversight of vulnerability assessments was considered to be sufficient in only three of 27 relevant cases.

**OVERALL SCORE for quality of Assessment and Sentence Planning work: 64%**

**COMMENTARY on Assessment and Sentence Planning as a whole:**

Assessment and Planning was the area of work which we felt needed most attention. There were a number of issues that contributed to the areas of improvement identified, most significant of which was the high rate of staff turnover, in a relatively small team, during the 12 months prior to the inspection.

Although at times arrangements for the internal transfer of cases had been satisfactory, more often new case managers had taken over cases with little or no handover. As a result, new assessments were often copied from previous ones in order to meet deadlines for their completion and essential information regarding risk and vulnerability was sometimes missed.

In particular, we felt that vulnerability was not always accurately assessed and was sometimes underestimated, particularly where the child or young person was homeless or had been the victim of violence.

Vulnerability assessments and plans needed greater management oversight, as did risk management assessments and plans. Management oversight was gradually developing in recent months and a new risk management strategy, with regular risk management meetings, had been introduced. However, these new procedures were not yet sufficiently embedded to support case managers in completing these core tasks adequately.

Greater attention was needed to the regular review of formal assessments using Asset, particularly where the child or young person was in custody or where concerns relating to *RoH* or vulnerability arose.

## 2. DELIVERY AND REVIEW OF INTERVENTIONS

### 2.1 Protecting the public by minimising Risk of Harm to others (RoH):

**General Criterion:**

*All reasonable actions have been taken to protect the public by keeping to a minimum the child or young person's RoH.*

**Score:**

**64%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) Purposeful home visits, in accordance with the level of *RoH* posed, had been undertaken in over three-quarters of relevant cases.
- (2) Case managers had given appropriate attention to victim safety in 96% of assessments and had been attentive to victim safety throughout the sentence in 88% of cases.
- (3) Effective contributions to multi-agency meetings had been made in all custody cases and in 80% of community cases.

**Areas for improvement:**

- (1) *RoH* was reviewed in less than half of all cases (47%) and in only 21% of cases where there had been a significant change in the child or young person's circumstances.
- (2) Although specific interventions to manage *RoH* were delivered as planned in two-thirds of cases, the work was reviewed in just over one-quarter of cases where a significant change had occurred.
- (3) Management oversight of *RoH* was evident in 57% of relevant cases in custody and in only 35% in the community.

## 2.2 Reducing the Likelihood of Reoffending:

**General Criterion:**

*The case manager coordinates and facilitates the structured delivery of all elements of the intervention plan.*

**Score:**

**80%**

**Comment:**

**MINIMUM improvement required**

**Strengths:**

- (1) The quality of interventions delivered in the community was judged to be good in 81% of cases; they were appropriately sequenced in 69% of cases; and incorporated all of the child or young person's diversity issues in 72% of cases.
- (2) In nine out of the ten cases, YOT workers were appropriately involved in the review of custodial interventions.
- (3) YOT workers demonstrated a positive commitment to the children and young people in their care by actively supporting them in all of the custody cases and most (80%) of the community ones. Similarly, they reinforced positive behaviour in all custody cases and the majority (89%) of community ones. They also actively engaged parents/carers in all relevant custody cases and in 94% of community cases.
- (4) The requirements of the sentence were implemented in all cases.
- (5) Based on the YOT's assessment of LoR and RoH, we found that the initial Scaled Approach level was correct in all but one case.

**Area for improvement:**

- (1) Delivered interventions in the community were reviewed in only 53% of all cases.

### 2.3 Safeguarding the child or young person:

**General Criterion:**

*All reasonable actions have been taken to safeguard and reduce the vulnerability of the child or young person.*

**Score:**

**81%**

**Comment:**

**MINIMUM improvement required**

**Strengths:**

- (1) Home visits, for the purposes of Safeguarding the child or young person, were undertaken in 84% of relevant cases.
- (2) All necessary immediate action to safeguard and protect the child or young person was taken in all cases, both in custody and in the community.
- (3) We found three cases, one in custody and two in the community, where action was required, and taken promptly in all cases, to protect another affected child or young person.
- (4) The YOT worked effectively with both Children's Services and with mental health services to promote the Safeguarding and well-being of the child or young person in around 90% of all community cases and in all of the custody ones.
- (5) The transition from custody to community was effectively managed in all cases in relation to issues of physical health, substance misuse, education, training, accommodation and children's social care services. Some problems occurred in one case in relation to mental health services.
- (6) The well-being of the child or young person was supported and promoted throughout the course of the sentence by all relevant staff in nine of the ten custody cases and in 86% of cases in the community.

**Areas for improvement:**

- (1) Specific interventions to promote Safeguarding needed to be better integrated into VMPs; there were appropriate links between intervention plans and VMPs in only six out of ten relevant community cases and two out of five applicable custody cases.
- (2) Such interventions were reviewed as required in only 38% of community and 67% of custody cases.
- (3) Effective management oversight of Safeguarding and vulnerability needs was evident in five of eight pertinent custody cases, but only in ten of 24 relevant community cases.



**OVERALL SCORE for quality of Delivery and Review of Interventions work: 76%**

**COMMENTARY on Delivery and Review of Interventions as a whole:**

A good range of quality interventions were delivered by case managers in conjunction with their partners. The close working proximity of the various groups of staff, due to the small size of the YOT, helped to promote a strong emphasis on teamwork and to ensure that specialist input was readily available to the children and young people.

The YOT placed an appropriate emphasis on developing leisure interests amongst the children and young people, as a means of contributing to reducing reoffending, and good use was made of a resettlement worker to support this aspect of their work.

We also saw evidence of worksheets being used, on a one-to-one basis, to address offending behaviour. Although we saw some good examples where such interventions had been adapted to suit the assessed learning style of the child or young person, we felt that the learning style could more often have influenced the way in which interventions were delivered.

We were impressed with the quality of the YOT's relationship with Children's Services and saw some effective inter-agency work to tackle particular problems in relation to child Safeguarding.

### 3. OUTCOMES

Our inspections include findings about initial outcomes, as set out in this section. In principle, this is the key section that specifies what supervision is achieving, but in practice this is by necessity just a snapshot of what has been achieved in only the first 6-9 months of supervision, and for which the evidence is sometimes only provisional.

#### 3.1 Achievement of outcomes:

**General Criterion:**

*Outcomes are achieved in relation to RoH, LoR and Safeguarding.*

**Score:**

**68%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) *RoH* had been effectively managed in 82% of cases.
- (2) Where children and young people had not complied with the requirements of their sentence, the YOT had taken appropriate enforcement action in 71% of cases.
- (3) Case managers had measured reductions in the *LoR*, as indicated by the Asset score, in three-quarters of cases; we judged that sufficient progress had been made in two-thirds of cases in relation to those factors most likely to influence the child or young person to reoffend. Similarly, we considered that the frequency and seriousness of offending had reduced in 63% and 52% of cases respectively.
- (4) There had been a reduction in risk factors linked to Safeguarding in 18 out of 30 relevant cases (60%).

**Area for improvement:**

- (1) In one-quarter of relevant cases, Safeguarding had not been effectively managed. This was mainly because of inadequacies in assessment and planning (in five and seven cases respectively) or because relevant interventions had not been delivered by the YOT (in five cases).

### 3.2 Sustaining outcomes:

**General Criterion:**

*Outcomes are sustained in relation to RoH, LoR and Safeguarding.*

**Score:**

**83%**

**Comment:**

**MINIMUM improvement required**

**Strengths:**

- (1) Full attention was given to community integration issues in 80% of custody cases and in 86% of community cases.
- (2) The YOT had taken action or made plans to ensure that positive outcomes were sustainable in at least 80% of both custody and community cases.

**OVERALL SCORE for quality of Outcomes work: 73%**

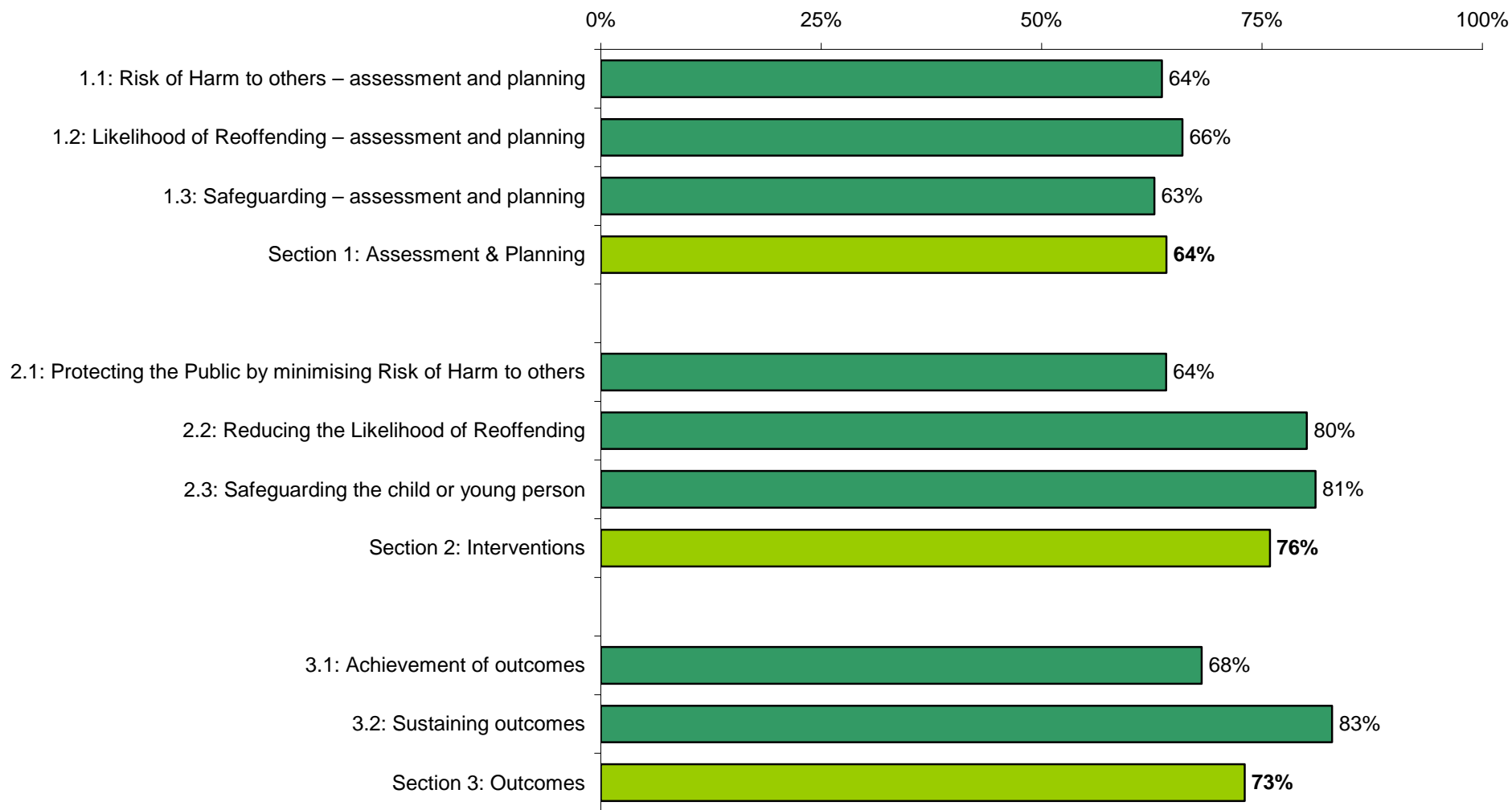
**COMMENTARY on Outcomes as a whole:**

Good work by the YOT in the delivery of interventions and engagement with children and young people was reflected in the positive outcomes achieved.

We saw good exit planning and a proactive approach to community integration. Attention was required however to improve compliance which we considered to be low.

## Appendix 1: Summary

### Medway CCI General Criterion Scores



## Appendix 2: Contextual information

### Area

Medway YOT was located in the South East region of England.

The area had a population of 249,488 as measured in the Census 2001, 11.6% of which were aged 10 to 17 years old. This was higher than the average for England/Wales, which was 10.4%.

The population of Medway was predominantly white British (94.6%). The population with a black and minority ethnic heritage (5.4%) was below the average for England/Wales of 8.7%.

Reported offences for which children and young people aged 10 to 17 years received a pre-court disposal or a court disposal in 2009/2010, at 36 per 1,000, were slightly better than the average for England/Wales of 38.

### YOT

The YOT boundaries were within those of the Kent police area. The Kent Probation Trust and the NHS Medway covered the area.

The YOT was located within the Children's Services Directorate of Medway Council. It was managed by the Integrated Youth Support Service Manager.

The YOT Management Board was chaired by the Chief Executive of the Council. Since they took over the chair, there had been a marked improvement in the attendance of all statutory partners.

The YOT Headquarters together with the operational work were run from one site in Chatham, Kent. ISSP was provided in house but run jointly with Kent YOS.

### Youth Justice Outcome Indicators 2011/2012 onwards (to replace YJB National Indicator Performance Judgements)

The national youth justice indicators for England have been replaced by three outcome indicators. These indicators will also be used in Wales.

**1. The reoffending measure** is a count of the number of 10 to 17 year olds who reoffend within 12 months of their conviction.

**2. The first time entrants measure** counts the number of young people given their first pre-court or court disposal and thus entering the youth justice system within each year.

**3. The use of custody** for young people aged 10 to 17 years.

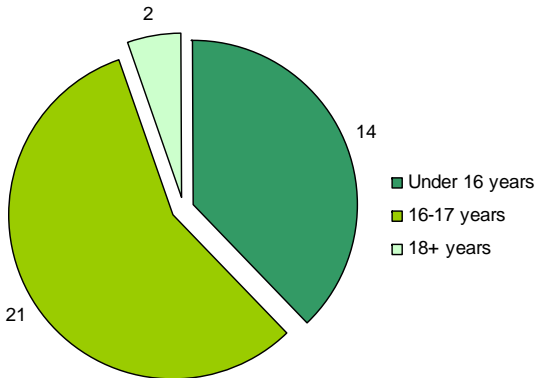
Data will be made available progressively through 2011, broken down by Local Authority area.

For further information about the YJB and the performance management of YOTs, please refer to:

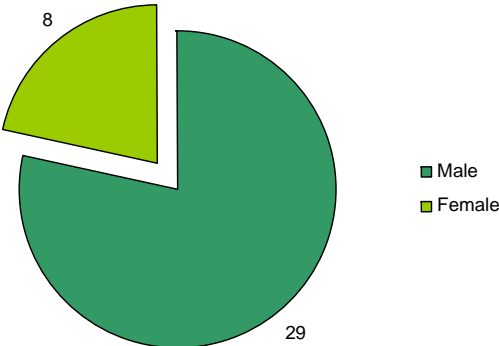
<http://www.yjb.gov.uk/en-gb/practitioners/Monitoringperformance/>

**Appendix 3a: Inspection data chart**

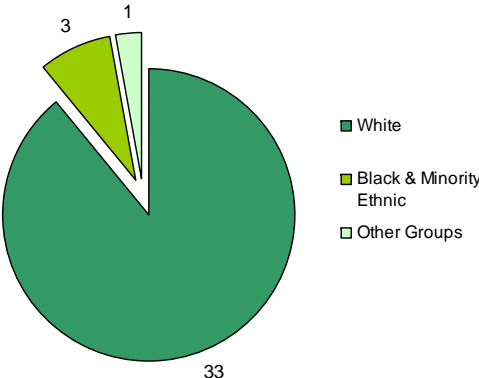
**Case Sample: Age at start of Sentence**



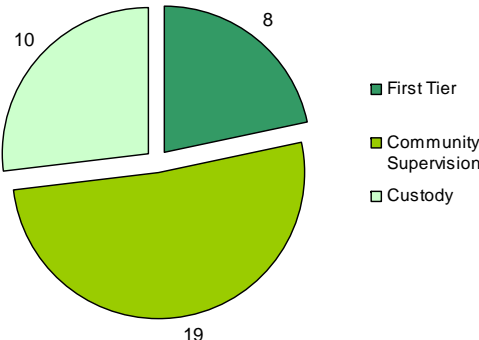
**Case Sample: Gender**



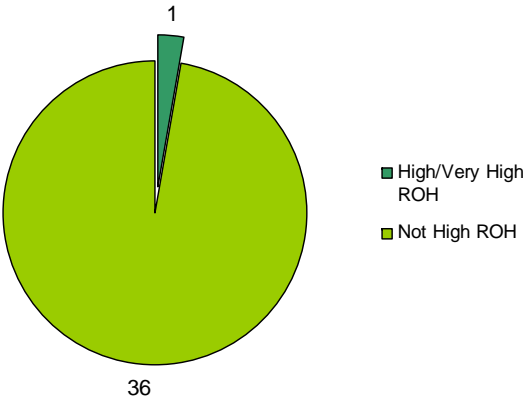
**Case Sample: Ethnicity**



**Case Sample: Sentence Type**



**Case Sample: Risk of Harm**



## Appendix 3b: Inspection data

Fieldwork for this inspection was undertaken in February 2011.

The inspection consisted of:

- ◊ examination of practice in a sample of cases, normally in conjunction with the case manager or other representative
- ◊ evidence in advance
- ◊ questionnaire responses from children and young people, and victims

We have also seen YJB performance data and assessments relating to this YOT.

## Appendix 4: Role of HMI Probation and Code of Practice

Information on the Role of HMI Probation and Code of Practice can be found on our website:

**<http://www.justice.gov.uk/inspectors/hmi-probation>**

The Inspectorate is a public body. Anyone wishing to comment on an inspection, a report or any other matter falling within its remit should write to:

*HM Chief Inspector of Probation  
2nd Floor, Ashley House  
2 Monck Street  
London, SW1P 2BQ*

## Appendix 5: Glossary

ASB/ASBO	Antisocial behaviour/Antisocial Behaviour Order
Asset	A structured assessment tool based on research and developed by the Youth Justice Board looking at the young person's offence, personal circumstances, attitudes and beliefs which have contributed to their offending behaviour
CAF	Common Assessment Framework: a standardised assessment of a child or young person's needs and of how those needs can be met. It is undertaken by the lead professional in a case, with contributions from all others involved with that individual
CAMHS	Child and Adolescent Mental Health Services: part of the National Health Service, providing specialist mental health and behavioural services to children and young people up to at least 16 years of age
Careworks	One of the two electronic case management systems for youth offending work currently in use in England and Wales. See also YOIS+
CRB	Criminal Records Bureau
DTO	Detention and Training Order: a custodial sentence for the young
Estyn	HM Inspectorate for Education and Training in Wales
ETE	Education, Training and Employment: work to improve an individual's learning, and to increase their employment prospects
Family Group	Used by the YJB for comparative performance reporting, this is a group of YOTs identified as having similar characteristics
FTE	Full-time equivalent
HM	Her Majesty's
HMIC	HM Inspectorate of Constabulary
HMI Prisons	HM Inspectorate of Prisons
HMI Probation	HM Inspectorate of Probation
Interventions; <i>constructive</i> and <i>restrictive</i> interventions	<p>Work with an individual that is designed to change their offending behaviour and/or to support public protection.</p> <p>A <i>constructive</i> intervention is where the primary purpose is to reduce Likelihood of Reoffending.</p> <p>A <i>restrictive</i> intervention is where the primary purpose is to keep to a minimum the individual's <i>Risk of Harm to others</i>. Example: with a sex offender, a <i>constructive intervention</i> might be to put them through an accredited sex offender programme; a <i>restrictive intervention</i> (to minimise their <i>Risk of Harm</i>) might be to monitor regularly and meticulously their accommodation, their employment and the places they frequent, imposing and enforcing clear restrictions as appropriate to each case. NB. Both types of intervention are important</p>
ISS	Intensive Surveillance and Supervision: this intervention is attached to the start of some orders and licences and provides initially at least 25 hours programme contact including a substantial proportion of employment, training and education
ISSP	Intensive Supervision and Surveillance Programme: following the implementation of the Youth Rehabilitation Order this has been supervised by ISS
LoR	Likelihood of Reoffending. See also <i>constructive</i> Interventions
LSC	Learning and Skills Council



LSCB	Local Safeguarding Children Board: set up in each local authority (as a result of the Children Act 2004) to coordinate and ensure the effectiveness of the multi-agency work to safeguard and promote the welfare of children in that locality.
MAPPA	Multi-Agency Public Protection Arrangements: where probation, police, prison and other agencies work together locally to manage offenders who pose a higher <i>Risk of Harm to others</i>
Ofsted	Office for Standards in Education, Children's Services and Skills: the Inspectorate for those services in England (not Wales, for which see Estyn)
PCT	Primary Care Trust
PPO	Prolific and other Priority Offender: designated offenders, adult or young, who receive extra attention from the Criminal Justice System agencies
Pre-CAF	This is a simple 'Request for Service' in those instances when a Common Assessment Framework may not be required. It can be used for requesting one or two additional services, e.g. health, social care or educational
PSR	Pre-sentence report: for a court
RMP	Risk management plan: a plan to minimise the individual's <i>Risk of Harm</i>
RoH	<i>Risk of Harm to others</i> . See also <i>restrictive Interventions</i>
'RoH work', or 'Risk of Harm work'	This is the term generally used by HMI Probation to describe work to protect the public, primarily using <i>restrictive interventions</i> , to keep to a minimum the individual's opportunity to behave in a way that is a <i>Risk of Harm to others</i>
RoSH	Risk of Serious Harm: a term used in Asset. HMI Probation prefers not to use this term as it does not help to clarify the distinction between the <i>probability</i> of an event occurring and the <i>impact/severity</i> of the event. The term <i>Risk of Serious Harm</i> only incorporates 'serious' impact, whereas using ' <i>Risk of Harm</i> ' enables the necessary attention to be given to those offenders for whom lower <i>impact/severity</i> harmful behaviour is <i>probable</i>
Safeguarding	The ability to demonstrate that all reasonable action has been taken to keep to a minimum the risk of a child or young person coming to harm
SIFA	Screening Interview for Adolescents: Youth Justice Board approved mental health screening tool for specialist workers
SQIFA	Screening Questionnaire Interview for Adolescents: Youth Justice Board approved mental health screening tool for YOT workers
VMP	Vulnerability management plan: a plan to safeguard the well-being of the individual under supervision
YJB	Youth Justice Board for England and Wales
YOI	Young Offenders Institution: a Prison Service institution for young people remanded in custody or sentenced to custody
YOIS+	Youth Offending Information System: one of the two electronic case management systems for youth offending work currently in use in England and Wales. See also Careworks
YOS/T	Youth Offending Service/Team