



Inspection of  
Youth  
Offending

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Arolygiad ar y Cyd Cyfiawnder Troseddol

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

Report on youth offending  
work in:

**Oldham**

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## Foreword

This Core Case Inspection of youth offending work in Oldham 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. Our findings will also feed into the wider annual Comprehensive Area Assessment process.

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 60% of the time, and the work to make each individual less likely to reoffend was done well enough 62% 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

Overall, we consider this a broadly encouraging set of findings. We identified a clear link between the quality of assessment and the outcomes achieved. In its evidence, supplied to us in advance of the inspection, the YOS identified its risk led approach as a positive factor in its ability to deliver appropriate services against each of the Inspectorate's criterion. Our findings did not wholly support this. It might prove to be that the new quality assurance system for checking the standard of assessments, intervention and risk and vulnerability plans, which was introduced in April 2009, will make a positive contribution to improving practice. The cases we reviewed pre-dated this new approach and we hope that improvements will start to emerge in the YOSs more recent and current work.

The YOS had experienced considerable staff changes in the months leading up to this inspection. The Director of Youth Offending Services was new in post and there were significant staff shortages, particularly within the case management role. The majority of staff in post were committed to their work and we found a management team and staff keen to address the recommendations in this report.

*Andrew Bridges*  
*HM Chief Inspector of Probation*

*October 2009*

## **Acknowledgements**

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## Contents

	Page
Acknowledgements	4
Scoring – and Summary Table	6
Recommendations	7
Next steps	7
Service users’ perspective	8
Sharing good practice	9
<b>1. ASSESSMENT AND SENTENCE PLANNING</b>	<b>10</b>
1.1 Risk of Harm to others (RoH)	10
1.2 Likelihood of Reoffending (LoR)	11
1.3 Safeguarding	12
<b>2. DELIVERY AND REVIEW OF INTERVENTIONS</b>	<b>14</b>
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
<b>3. OUTCOMES</b>	<b>18</b>
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 <i>Risk of Harm</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>60%</b>	<b>Comment:</b> <b>MODERATE improvement required</b>

<b>Public Protection - Likelihood of Reoffending score:</b>	
This score indicates the percentage of <i>Likelihood of Reoffending</i> work that we judged to have met a sufficiently high level of quality.	
<b>Score:</b> <b>62%</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.

## **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 of the individual's *Risk of Harm to others* is completed at the start, as appropriate to the specific case (Director of Youth Offending Service)
- (2) 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 young person's well-being, to make him/ her less likely to reoffend, and to minimise any identified *Risk of Harm to others* (Director of Youth Offending Service)
- (3) the plan of work with the case is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services (Director of Youth Offending Service)
- (4) there is evidence in the file of regular quality assurance by management, especially of screening decisions, as appropriate to the specific case (Director of Youth Offending Service)
- (5) the case manager clearly retains the active role of managing the case even when interventions are being provided by others (Director of Youth Offending Service)
- (6) compliance by the child or young person with the courts sentence is properly recorded and enforcement action is taken in accordance with national standards (Director of Youth Offending Service).

Furthermore:

- (7) the diversity needs of black and minority ethnic children and young people, particularly with regard to how their experiences impact on their offending behaviour, are addressed (Director of Youth Offending Service)
- (8) appropriate interventions are available to address offences that are racially motivated (Director of Youth Offending Service).

## **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

Three children and young people completed a questionnaire for the inspection.

- ◇ All three children and young people said that they were clear why they had to come to the YOS and were told what would happen when they did. Two said YOS staff were interested in helping them and listened to what they had to say. Two also commented that the YOS took action to deal with matters that they had raised about their needs. All three had completed a *What do YOU think?* form which asked questions about them.
- ◇ One stated that he had received help relating to accommodation; relationships; alcohol misuse; decision making; and understanding his offending behaviour.
- ◇ Two of the children or young people said that they were feeling happier and were less likely to reoffend because of their work with the YOS. Although two expressed a degree of satisfaction with the service they had received; one was not at all satisfied.

### Victims

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

- ◇ Four of the victims said that the YOS had explained the service which could be offered to them; three said that their individual needs had been taken into account; and three stated that they had the chance to talk about any worries they had about the offence, or about the child or young person who had committed it.
- ◇ One of the victims had benefitted from work undertaken by the child or young person. Three of the victims said that appropriate attention had been paid to their safety.
- ◇ Two victims expressed complete satisfaction with the service provided by the YOS; two were satisfied and one was not at all satisfied. One victim commented that they did not really need to call on the service offered by the YOS, but that the YOS seemed helpful. Another victim was concerned about the compensation that the child or young person was ordered to pay and doubted that they would ever receive this money; whilst another expressed the view that if children and young people had more opportunities to spend their time constructively there would be less crime.



## Sharing good practice

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

### Assessment and Sentence Planning

#### General Criterion: 1.1

Timothy was sentenced to a ten month DTO for aggravated taking without owners consent and drink driving. Although Timothy had no history of violent offending, the case manager undertook a full review of the RoSH to take account of the seriousness of this offence. A RMP was developed that addressed the risk he posed to the public and was included in the supervision plan to reduce his *RoH*.

### Delivery and Review of Interventions

#### General Criterion: 2.2

Sarah was a resident in a children's home. Together with a friend she set fire to the property of another child or young person in the garden of the home. The fire got out of control and although the damage caused was minor, they were both charged and convicted of arson. A detailed proposal for an action plan order, which included work sessions with the fire service and a thinking and behaviour programme, was put to the court. Sarah complied well with the order and there were good outcomes in relation to her behaviour in the home and no further offending.

### Outcomes

#### General Criterion: 3.1

Eighteen year old Dean was sentenced to a referral order for assaults on other young people. The anger management work undertaken with him referred to characters in popular television programmes that he regularly watched, to illustrate the differences between passive, aggressive and assertive behaviours. Dean was later able to report to his case manager that he was able to walk away when he was goaded by another young person. He stated that he felt good and that he was 'in control' of his feelings and behaviour.

## 1. ASSESSMENT AND SENTENCE PLANNING

### 1.1 Risk of Harm to others:

**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:**

**63%**

**Comment:**

**MODERATE improvement required**

#### **Strengths:**

- (1) A RoSH screening was completed in 95% of cases; and in 79% this was completed on time.
- (2) A full RoSH assessment was carried out in 77% of cases where the need was indicated and in 74% drew adequately on all appropriate information, including MAPPA, other agencies, previous assessments and information from victims.
- (3) The RoSH classification was clear in 98% of cases and was judged to be correct in 77% of cases. In the one relevant case both the MAPPA category and level were identified correctly.
- (4) All details of RoSH assessment and management were appropriately communicated to all relevant staff and agencies in 68% of cases.

#### **Areas for improvement:**

- (1) A timely RoSH assessment was not completed in 32% of applicable cases and 54% of those completed were not considered to be of sufficient quality. In 12 of these cases the *RoH* to victims were not fully explored.
- (2) A RMP was completed in 52% of cases (15), of which only 38% were completed on time and a similar number were considered to be of a sufficient quality. Only two of the 15 RMPs were countersigned by a manager and effective management oversight of RoSH assessment was evidenced in just 38% of cases.

## 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:**

**58%**

### **Comment:**

***SUBSTANTIAL improvement required***

### **Strengths:**

- (1) A timely assessment of LoR was completed in 91% of cases and 75% were considered to be of a sufficient quality.
- (2) More than three-quarters (77%) of assessments were reviewed at the appropriate intervals.
- (3) Information from the police and secure establishments informed initial assessments in 77% and 78% of cases respectively.
- (4) An intervention plan was evident in 92% of cases and almost three-quarters (74%) sufficiently addressed the child or young person's offending related factors. The most commonly addressed issues included; thinking and behaviour (95%); attitudes to offending (93%); neighbourhood (88%); and motivation to change (85%).
- (5) Intervention plans reflected the sentencing purpose in 89% of cases whilst almost three-quarters set realistic timescales, and 70% gave a clear shape to the order.
- (6) The relevant national standard requirements were reflected in 71% of plans.

### **Areas for improvement:**

- (1) 65% of children and young people and 51% of their parents/ carers were actively engaged in the initial assessments; information from the *What do YOU think?* forms completed by the children and young people were used to inform just 32% of the assessments.
- (2) There was a lack of contact with health, education and training providers and children's social care services at the initial assessment stage. Employment and training providers were contacted in 57% of cases; while children's social care services were contacted in 47% of cases; physical health services in one-third; emotional/ mental health services in 60%; and substance misuse service providers in under one-third of cases. There was a similar lack of agencies involvement at the planning stage.
- (3) Just over half of the children and young people and 43% of their parents/ carers were actively and meaningfully involved in the planning process.

- (4) Intervention plans did not integrate with 85% of RMPs and just 40% took account of the child or young person's Safeguarding needs.
- (5) Interventions plans were not prioritised according to *RoH*, LoR and children and young people's diversity needs in just over half of the relevant cases; 54% did not include Safeguarding work; and 64% did not also contain work on victims' issues.
- (6) Less than two-thirds of intervention plans were reviewed at appropriate intervals.

### 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:**

**68%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) An Asset vulnerability screening was completed in 94% of cases and 79% were completed on time.
- (2) In all relevant cases, the secure establishment was made aware of any Safeguarding issues affecting the child or young person prior to, or immediately, after sentence. There was active liaison and information sharing with the custodial establishment in 78% of cases.
- (3) In appropriate cases, 66% of vulnerability assessments were judged to be completed to a sufficient standard. The YOS made contributions to other agencies vulnerability assessments and plans in 67% of cases. This included the CAF.
- (4) Accurate and timely reviews of Safeguarding needs were carried out in 68% of relevant cases.

**Areas for improvement:**

- (1) Effective management oversight of vulnerability assessments was evident in 52% of relevant cases.
- (2) Fifteen out of a possible 26 VMPs were completed (58%); 38% were completed on time; 64% drew on information from partner agencies; 44%

were judged to be of a sufficient standard; and 35% informed the interventions delivered.

**OVERALL SCORE for quality of Assessment and Sentence Planning work: 61%**

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

The YOS had undergone some significant changes during the months leading up to the inspection; this included the appointment of a new Director of Youth Offending Services. There had also been a notable shortage of case managers over a considerable period of time and at the time of the inspection the YOS was carrying five full-time and one part-time staff member vacancies. Because they had been unsuccessful in recruiting to the vacant posts, the YOS had sought temporary secondments from Connexions and staff from other areas of the YOS were used to backfill some of the gaps. The impact on the YOS was that the allocation of work was not always done in a timely manner and some staff had not been appropriately trained to undertake their new roles. This was most evident in Asset assessments where some staff reported that they had not received adequate or any training.

## 2. DELIVERY AND REVIEW OF INTERVENTIONS

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

**General Criterion:**

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

**Score:**

**61%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) *RoH* was thoroughly reviewed within three months of sentence in 71% of cases and 85% were reviewed at least every three months with 72% being reviewed following a significant change.
- (2) There was effective contribution to multi-agency meetings in custody and in the community in over 80% of cases.
- (3) In 87% of cases the resources allocated were appropriate to the *RoH* presented.
- (4) Specific interventions to manage *RoH to others* in custody were identified in three-quarters of the cases and were reviewed every three months, or following a significant change.

**Areas for improvement:**

- (1) The YOS was successful in anticipating, identifying and acting on changes in *RoH/* acute factors in less than half of the relevant cases.
- (2) MAPPA was effectively used in one out of the three appropriate cases, although the case manager contributed well in this instance.
- (3) Where children and young people posed a *RoH to others*, purposeful home visits were only carried out in 61% of cases.
- (4) A full assessment of victim safety was carried out in just 21% of relevant cases and in only 23% of cases was it judged that a high priority was given to their safety.
- (5) Specific interventions to manage *RoH to others* in the community were identified in 64% of cases; less than half of the cases in the community and

custody incorporated interventions identified in the RMP; and just over half were delivered as planned.

## 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:**

**73%**

### **Comment:**

**MODERATE improvement required**

### **Strengths:**

- (1) Four-fifths of interventions delivered were designed to reduce the LoR; 73% were implemented in accordance with the intervention plan.
- (2) Resources appropriate to the LoR were allocated to each case.
- (3) YOS staff were involved in the review of interventions in 89% of custodial cases.
- (4) In over 80% of cases staff actively motivated and supported the children and young people serving both community and custodial sentences and in a similar number of cases they reinforced positive behaviour.
- (5) Just under three-quarters of intervention plans were judged to be of a good enough quality.

### **Area for improvement:**

- (1) 62% of interventions were reviewed appropriately and incorporated all diversity issues, whilst just over half were appropriate to the child or young person's learning style and 48% were sequenced appropriately.

### 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:**

**75%**

**Comment:**

**MINIMUM improvement required**

**Strengths:**

- (1) All necessary and immediate action was taken to safeguard children and young people serving custodial sentences in 91% of cases and for those serving community sentences this was achieved in 78% of cases. Action to safeguard other children and young people affected by these cases was taken in 73% of those serving a community sentence.
- (2) In the majority of cases the YOS and partner agencies, in particular children's social care services, health, education and secure establishments, worked together to promote the Safeguarding and well-being of children and young people in custody and the community. The agencies ensured the continuity of mainstream services in the transition from custody to the community and that specific interventions were identified and delivered.
- (3) Home visits were utilised as an integral part of Safeguarding children and young people in 76% of cases.
- (4) Interventions for those serving custodial sentences were reviewed every three months or following a significant change.
- (5) Staff had supported and promoted the well-being of 89% of children and young people who served custodial sentences and 84% of those on community orders throughout their sentences.

**Areas for improvement:**

- (1) All necessary and immediate action to safeguard other children and young people affected by the offending behaviour of those serving custodial sentences was taken in just 50% of relevant cases.
- (2) The vulnerability of children and young people on community sentences were reviewed every three months or following a significant change in just 46% of cases. Actions identified in the VMP for children and young people serving custodial and community sentences were not incorporated into supervision plans in more than 50% of cases.
- (3) Although the YOS had a comprehensive process for assessing and managing *RoH* and vulnerability; we found that management oversight of Safeguarding and vulnerability issues was evident in 55% (six out of 11) of the relevant custodial and 62% of community supervision cases.



**OVERALL SCORE for quality of Delivery and Review of Interventions work: 70%**

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

The location of the YOS within a shared building with other services, such as Connexions and substance misuse; enabled easy access to a significant number of resources for working with children and young people. It was disappointing, however, that arrangements were not in place to include these agencies in assessments which would have improved their quality and the identification, targeting and delivery of the most appropriate services.

There was a significant lack of coordination and information sharing in a number of cases. This was particularly evident in cases with overlapping orders; it was difficult to assess where one order began and another ended. In cases with an ISSP condition the case manager and ISSP staff made separate assessments and kept separate records. There was an apparent lack of authority for the case manager to breach children and young people who did not comply with the substance misuse elements of their supervision plans, as this was seen as a purely voluntary intervention.

### 3. OUTCOMES

#### 3.1 Achievement of outcomes:

**General Criterion:**

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

**Score:**

**46%**

**Comment:**

***SUBSTANTIAL improvement required***

**Strength:**

- (1) All reasonable action was taken to keep children and young people safe in 78% of relevant cases.

**Areas for improvement:**

- (1) In only 61% of cases *RoH* had been effectively managed.
- (2) More than half of the children and young people had not complied with the requirements of their orders and enforcement action had been taken sufficiently well in only 28% of cases.
- (3) There had been a reduction in factors that impacted on their offending behaviour in just 34% of cases. The factors most frequently showing improvement were ETE, lifestyle, thinking and behaviour, attitudes to offending and motivation to change.
- (4) There was a reduction in the frequency and seriousness of offending in 40% of cases.
- (5) There had been a reduction in risk factors linked to Safeguarding in 36% of relevant cases.

### 3.2 Sustaining outcomes:

**General Criterion:**

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

**Score:**

**77%**

**Comment:**

**MINIMUM improvement required**

**Strengths:**

- (1) Full attention was paid to community reintegration issues during the custodial phase of sentences in 90% of cases; while the figure for the community phase was 74%.
- (2) Action had been taken to ensure that positive outcomes achieved during the custodial and community phases were sustainable in 70% and 77% of cases respectively.

**OVERALL SCORE for quality of Outcomes work: 55%**

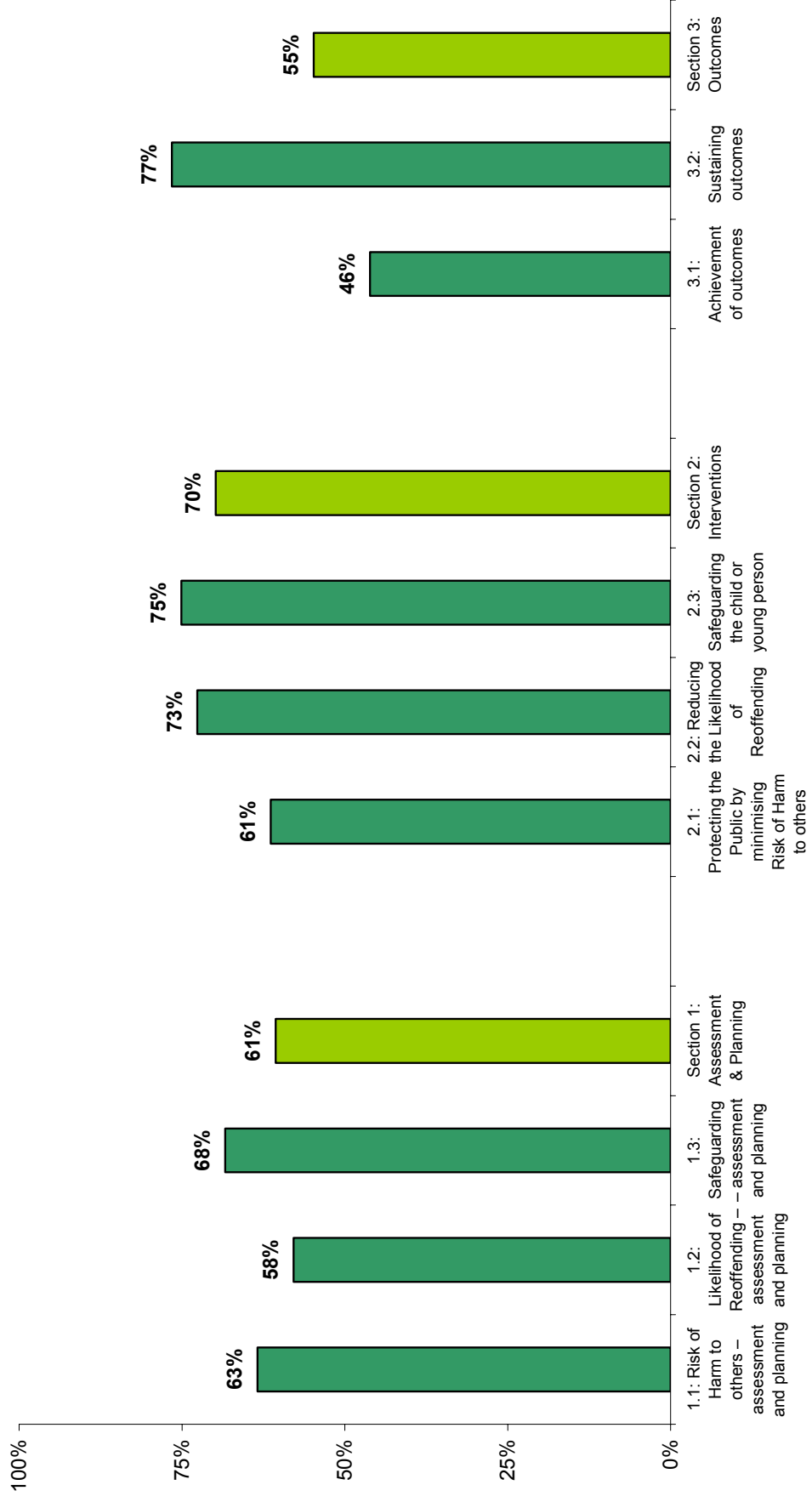
**COMMENTARY on Outcomes as a whole:**

Overall, outcomes were somewhat disappointing. This was in part due to the fact that some initial assessments did not draw on evidence from other sources, including children and young people and their parents/ carers. The intervention plans did not, therefore, routinely address the right things to do in the correct way and at the appropriate time with the children and young people.

Although there were examples of some good diversity work in other areas of the YOS's practice, the team struggled to work with children and young people from black or minority ethnic backgrounds on diversity issues and with those whose offending behaviour was racially motivated.

## Appendix 1: Summary

### Oldham CCI July 2009 General Criterion Scores



## **Appendix 2: Contextual information**

### **Area**

Oldham YOS was located in the North-West region of England.

The area had a population of 217,273 as measured in the Census 2001, 11.7% of which were aged ten to 17 years old. This was slightly higher than the average for England/ Wales, which was 10.4%.

The population of Oldham was predominantly white British (86.1%). The population with a black and minority ethnic heritage (13.9%) was above the average for England/ Wales of 8.7%.

Reported offences for which children and young people aged ten to 17 years old received a pre-court disposal or a court disposal in 2008/ 2009, at 119 per 1,000, were above the average for England/ Wales of 46.

### **YOS**

The YOS boundaries were within those of the Greater Manchester police and probation areas. The Oldham PCT covered the area.

The YOS was located within the Integrated and Targeted Youth Support Service in Oldham, delivered by Positive Steps Oldham (PSO), a charitable trust contracted by Oldham Council; and is accountable to the People, Communities & Society Directorate of Oldham Council. It was managed by the Director of Youth Offending Service who reports to the Chief Executive Officer of Positive Steps.

The YOS Management Board was chaired by the Assistant Executive Director of Children's Services.

The YOS was located in a shared building with the other Positive Steps teams, which enabled easy access to a range of resources. All interventions were delivered in this building. ISSP was provided as a function of the high risk team within the YOS.

### **YJB Performance Data**

The YJB summary of national indicators available at the time of the inspection was for the period April 2008 to March 2009.

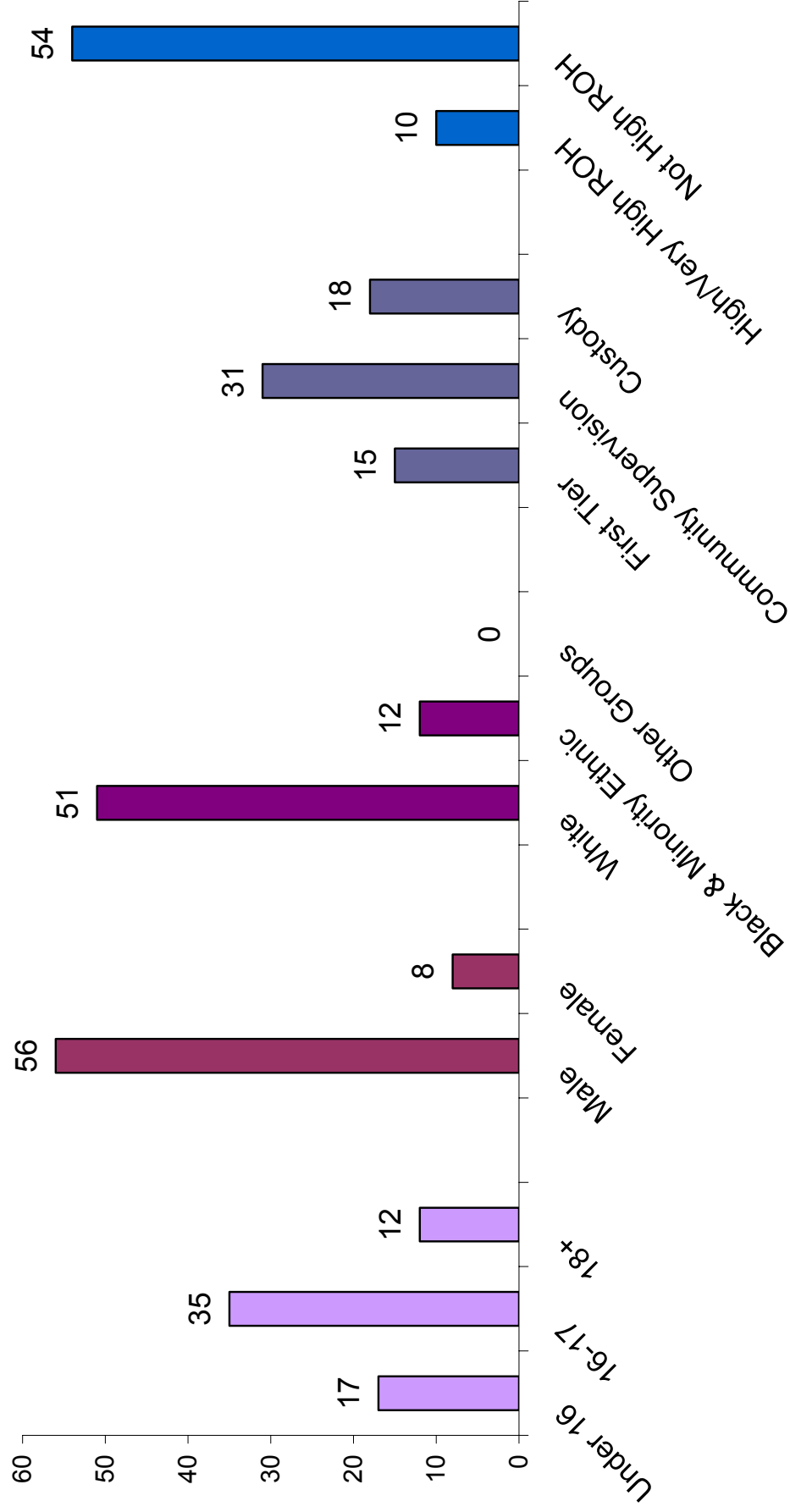
Oldham's performance on ensuring children and young people known to the YOS were in suitable education, training or employment was 83.5%. This was an improvement on the previous year, and above the England average of 72.4%.

Performance on ensuring suitable accommodation by the end of the sentence was 93%. This was worse than the previous year and worse than the England average of 95.3%.

The "Reoffending rate after nine months" was 108%, worse than the England average of 85% (See Glossary).

Appendix 3a: Inspection data chart

### Case sample information: Oldham



## **Appendix 3b: Inspection data**

Fieldwork for this inspection was undertaken in July 2009

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 YOS.

## **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/inspectorates/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	Employment, training and education. Work to improve an individual's learning, and to increase their employment prospects
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>.</p> <p>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.</p> <p>NB. Both types of intervention are important</p>
ISSP	Intensive Supervision and Surveillance Programme – 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
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
"Reoffending rate after 9 months"	A measure used by the Youth Justice Board. It indicates how many further offences are recorded as having been committed in a 9-month period by individuals under current supervision of the relevant YOT, and it can be either more or less than 100%. "110%" would therefore mean that exactly 110 further offences have been counted as having been committed 'per 100 individuals under supervision' in that period. The quoted national average rate for England in early 2009 was 85%
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 'Risk of Harm' enables the necessary attention to be given to those offenders for whom lower <i>impact/ severity</i> harmful behaviour is <i>probable</i>
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