



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

Reinspection report on youth  
offending work in:

Hartlepool

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## Foreword

This Core Case Reinspection of youth offending work in Hartlepool 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 68% 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 58% of the time, and the work to make each individual less likely to reoffend was done well enough 70% 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.

The previous inspection highlighted that assessments and planning for vulnerability and Safeguarding needed to be improved; we are pleased to note that this has happened. Joint work with children's social care services was evident in many more cases, as was a clearer understanding of roles and responsibilities between YOS staff and social workers.

Assessments and plans have been produced more frequently but further work is now needed to improve the quality of plans.

Overall, we consider this an encouraging set of findings. A commitment from the Senior Management Team after the last inspection has resulted in improvements. We anticipate they will continue to drive and support the actions required to ensure further improvements in the quality of work undertaken with children and young people.

*Andrew Bridges*  
*HM Chief Inspector of Probation*

*April 2011*

	Scores from Wales and the English regions that have been inspected to date			<b>Scores for Hartlepool</b> <i>(previous inspection)</i>
	Lowest	Highest	Average	
<b>'Safeguarding' work</b> <i>(action to protect the young person)</i>	37%	91%	67%	<b>68%</b> <i>(41%)</i>
<b>'Risk of Harm to others' work</b> <i>(action to protect the public)</i>	36%	85%	62%	<b>58%</b> <i>(52%)</i>
<b>'Likelihood of Reoffending' work</b> <i>(individual less likely to reoffend)</i>	43%	87%	70%	<b>70%</b> <i>(53%)</i>

## **Acknowledgements**

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

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### 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. (*Previous inspection results*).

<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>68% (41%)</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>58% (52%)</b>	<b>Comment:</b> <b>SUBSTANTIAL 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>70% (53%)</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 good quality assessment and plan, using Asset, is completed when the case starts (YOS Manager)
- (2) specifically, a 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 (YOS Manager)
- (3) as a consequence of the assessment, the risk and vulnerability plans should be specific about what will now be done in order to safeguard the child or young person from harm and to minimise any identified *Risk of Harm to others* in particular work to protect victims or potential victims (YOS Manager)
- (4) the plan of work with the case is regularly reviewed with a frequency consistent with national standards for youth offending services and of the needs of the case (YOS Manager)
- (5) action is taken to maximise compliance and where this is not achieved enforcement action is taken within national standards
- (6) there is evidence in the file of effective quality assurance by management, especially in relation to the completion of requested actions, as appropriate to the specific case (YOS 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.

## Sharing good practice

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

### Assessment and Sentence Planning

General Criterion:  
1.3b

As part of the assessment of process, case managers sometimes became aware that significant adults in the lives of children and young people were known to the probation service. The probation officer in the YOS was able to provide relevant and timely information to enable the case managers to consider if this contributed to the child or young person's *RoH*, vulnerability and LoR.

### Delivery and Review of Interventions

General Criterion:  
2.2a

Sarah received a reparation order for an act of criminal damage. Recognising that she was vulnerable and had significant emotional health issues, the case manager referred her to the YOS nurse. They developed a good working relationship. Sarah responded well which enabled them to address her sexual health, emotional health and substance misuse, being the areas which added to her vulnerability and LoR. Sarah's family were involved with children's social care services and the Family Intervention Project, so the case manager oversaw the work and withdrew, in order not to overload Sarah with professionals. At the end of the order the YOS nurse remained involved and developed exit strategies that could support Sarah, and ensure that her vulnerability was being managed. As a result, she had sufficient confidence to access community based groups which provided her with ongoing support. This is an example of a good transition from specialist criminal justice interventions to other community resources.

### Outcomes

General Criterion:  
3.2a

Jess, a pregnant 17 year old, received a conviction for assault. She already had a first child who was accommodated elsewhere. The case manager linked the intervention plan with the need for her to complete a parenting assessment. This improved her chances of keeping the baby and of having her young son returned to her care. Working closely with children's social care services, the YOS helped her look at how she made decisions and how she could react differently to trigger situations. Children's social care services noticed a change in her attitude. The case manager treated her as an adult and used her motivation to change, to positive effect. Cookery lessons were undertaken, focusing on preparing food for her older child who was weaning. This helped her to demonstrate to children's social care services her increasing skills, and boosted her self-esteem as a mother. At the end of the order she had not offended, had been able to represent herself well in care proceedings and was able to keep her second child. She was also in the process of having her first child returned to her.

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:**

**61%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) RoSH screenings had been completed in all cases, all but one being done on time.
- (2) Where indicated, RoSH screenings were followed by a full RoSH analysis in all but one of the cases.
- (3) An RMP had been completed in six of the seven cases where they were required.
- (4) We considered that the risk level classification was correct in 85% of cases; the remaining cases (four) had been assigned a classification that was too low.

**Areas for improvement:**

- (1) Just over half of the RoSH screenings were accurate, often failing to consider previous convictions and relevant risky behaviours.
- (2) Full analysis of RoSH had been completed on time in 9 of the 13 cases, and to a sufficient quality in 4 of the 13 cases. Consideration of previous relevant behaviour and the risk to victims was not being fully considered nor was there much evidence of analysis of risk to aid prediction of future risks.
- (3) Detailed victim information had been collated and provided by the victim liaison officer, however this had not been used to inform risk assessments. Just under half of the assessments had drawn on all appropriate information.

- (4) RMPs had been completed on time in four of the seven cases, but none of the resulting plans had been completed to a sufficient quality. Plans repeated the risk issues rather than providing a clear set of actions that needed to be taken to respond to or reduce the risk to others. None of the plans outlined how victims would be protected.
- (5) Management oversight was evident throughout cases, with there being entries into case diaries to request that action be taken. However, this oversight had not improved the quality of the RMPs and so was not effective in driving up quality.

<b>1.2 Likelihood of Reoffending:</b>	
<p><b>General Criterion:</b></p> <p><i>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.</i></p>	
<p><b>Score:</b></p> <p><b>67%</b></p>	<p><b>Comment:</b></p> <p><b>MODERATE improvement required</b></p>

**Strengths:**

- (1) Parents/carers had been involved in 88% of these assessments.
- (2) An assessment of the factors linked to offending, using Asset, had been completed in all cases; all but one had been completed on time.
- (3) All of the assessments had included consideration of diversity issues.
- (4) In 19 of the 26 cases an assessment of learning styles had been completed.
- (5) In all but one case (96%) there was clear and detailed evidence that information had been obtained from children’s social care services, this had then been used to assist with the assessment.
- (6) Where relevant, initial assessments had been informed by a range of sources including: *What do YOU think?* (62%); ETE (85%); substance misuse (71%); and the police (89%).
- (7) An intervention plan had been produced, on time, for all six of the children and young people who were in custody.
- (8) In three-quarters of cases where it was needed, children’s social care services had been actively and meaningfully involved in the planning processes throughout the sentence. Physical health services had been involved in 90% of relevant cases.

- (9) Where it had been needed, intervention plans had incorporated actions to help keep children and young people safe. Plans had included reference to maintaining positive factors in the child or young person’s life.
- (10) Three-quarters of intervention plans included appropriate Safeguarding work.
- (11) Nearly three-quarters of community intervention plans reflected the purposes of sentencing.
- (12) All of the custodial intervention plans had been reviewed at appropriate intervals.

**Areas for improvement:**

- (1) Half of the Asset initial assessments were sufficient; ten assessments lacked clear evidence; eight failed to identify factors linked to offending; and five missed offending-related vulnerability issues.
- (2) Reviews of community intervention plans had taken place in 64% of cases.
- (3) Three-quarters of custodial and two-thirds of community interventions plans, failed to integrate risk management plans.
- (4) We found that only 50% of community intervention plans focused on achievable change, 50% set relevant goals and 36% reflected national standards.
- (5) One-third of custodial intervention plans were sequenced according to offender related need, were sensitive to diversity issues and took into account victim issues.
- (6) Staff had been actively and meaningfully involved in planning throughout the period of custody in four of the six cases.

<b>1.3 Safeguarding:</b>	
<b>General Criterion:</b>	
<i>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.</i>	
<b>Score:</b> <b>67%</b>	<b>Comment:</b> <b>MODERATE improvement required</b>

**Strengths:**

- (1) An Asset vulnerability screening was completed in all cases, all but one having been done on time.

- (2) There was evidence of checks with children's social care services, and contact had been made to confirm case information. In every case where there was involvement with children's social care services the name of the social worker was clear, and in the vast majority of cases there had been discussions about the respective involvement of workers in the case. There were ten cases where children and young people had other plans in place and it was very positive to note that in all but one of these the VMP had contributed to keeping children and young people safe.
- (3) Staff also described much better relationships with children's social care services. It was very positive to note that staff had been involved in multi-agency meetings and had received copies of care plans.
- (4) Those interviewed in this inspection had a consistent understanding of the factors that contributed to vulnerability, and assessments were made about an individual's circumstances and factors. This had enabled staff to be clearer about needs.
- (5) There were two cases where a CAF had been undertaken; in both of these the YOS staff had made an appropriate contribution to the assessment.

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

- (1) Just under one-third of the vulnerability screenings had been completed to a sufficient quality. We noted that often information should have been included in the screenings, but was instead in the first section of the VMP.
- (2) Of the 21 VMPs completed only 6 were of a sufficient standard. The majority of plans comprised of repetition of the risk factors rather than the detail of the actions that needed to be taken.

#### **OVERALL SCORE for quality of Assessment and Sentence Planning work: 66%**

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

Since the last inspection there had been a significant amount of work undertaken at both strategic and operation levels to implement the YOS improvement plan. During this inspection, improvements were noted in the key areas of assessment and planning of LoR and Safeguarding.

One of the most significant changes was work to integrate YOS staff and children's social care services. From the cases, we noted that work across the two agencies was more cohesive, and as a result staff were more likely to identify factors that impacted on children and young people's vulnerability.

## 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:**

**61%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) Full assessments of victim safety had been carried out in 83% of cases, and there was often clear information available to support the management of further risks to actual and potential victims.
- (2) There was only one case in the sample that was subject to MAPPA, staff had contributed to meetings and decisions had been recorded.
- (3) Purposeful home visits were carried out throughout the course of the sentence in accordance with the *RoH* posed (75%) and Safeguarding issues (74%).
- (4) Appropriate resources were allocated throughout the sentence, according to the assessed *RoH* in 84% of cases.

**Areas for improvement:**

- (1) *RoH* was reviewed thoroughly in almost half of the cases and in four of the ten cases where there had been a significant change.
- (2) While changes in *RoH* were identified in 64% of cases, they were not anticipated, where feasible, in 64% of cases and acted upon appropriately in 45% of cases.
- (3) Management oversight of *RoH* work was undertaken on a monthly basis; however, to date this has not always brought about effective changes to practice.

## 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:**

**75%**

**Comment:**

**MINIMUM improvement required**

**Strengths:**

- (1) Delivered interventions in the community were designed to reduce the LoR (88%) and were of good quality (72%).
- (2) Delivered interventions incorporated most diversity issues in 68% of cases, with the exception of disability (five cases).
- (3) The YOS had been involved in the review of interventions in all but one of the custody cases.
- (4) The requirements of the sentence had been implemented in 79% of cases.
- (5) The Scaled Approach had been correctly assessed in all cases.
- (6) Throughout the sentence the YOS staff had actively supported and motivated the child or young person in 83% of custody and 72% of community cases.

**Areas for improvement:**

- (1) Delivered interventions were not reviewed and sequenced appropriately in 40% of cases.
- (2) We noted that in a number of cases, both carrying and use of weapons had been an issue, yet there was no specific intervention to address these.

## 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:**

**74%**

**Comment:**

**MODERATE improvement required**

### ***Strengths:***

- (1) In all the relevant custody cases and all but two of the community cases all necessary immediate action was taken to safeguard and protect the child or young person.
- (2) YOS workers and all other relevant agencies worked together to promote the Safeguarding and well-being of children and young people. This included some very positive work undertaken by the YOS nurse, ETE providers and substance misuse services. There was a similar picture for those children and young people in custody.
- (3) In respect of ETE, we noted good support in relation to contact with Connexions and reintegrating children and young people into mainstream, college and alternative education.
- (4) Arrangements to support continuity of service from custody into the community were in place, including support to find accommodation on release.
- (5) Specific interventions to promote Safeguarding were identified in 75% of cases and then delivered.

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

- (1) In only one-third of relevant community cases had appropriate action been taken to safeguard and protect other children and young people, usually this was in relation to victims of crimes, who were themselves children and young people, including siblings, peers and other pupils at school.
- (2) A referral had been made to ensure Safeguarding in 12 of the 15 cases where one was needed.
- (3) Specific interventions to promote Safeguarding were incorporated into less than half of the VMPs. In half of the cases interventions had been reviewed following a significant change.
- (4) Managers had provided visible oversight of vulnerability, including reviews of vulnerability screenings and plans. However, this oversight had only been effective in half of the cases. The standard content of VMPs had not provided a clear list of actions nor was there a clear definition of roles and responsibilities. In a few cases staff had been asked to take action by managers, and had failed to do so.
- (5) Relevant staff had not supported and promoted the well-being of the child or young person in one-third of all cases.

**OVERALL SCORE for quality of Delivery and Review of Interventions work: 71%**

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

Since the last inspection it was clear that work with other agencies had improved, and that there was a much clearer link between the work of the YOS and children's social care services.

The YOS had moved into the Children's Services Directorate and as a part of the clearer understanding of respective roles and responsibilities the YOS had been able to give more attention to the delivery of work to reduce the LoR and the *RoH*.

Whilst further work is needed to address the areas for improvement, the change in ethos within the work was positive to note.



### 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:**

**48%**

**Comment:**

***SUBSTANTIAL improvement required***

**Strengths:**

- (1) There had been a reduction in factors linked to Safeguarding in 72% of cases; this was an improvement since the last inspection (23%).
- (2) We assessed in each case whether there had been a reduction in the seriousness and frequency of offending. Comparing with the previous inspection, seriousness of offending appeared to have reduced in 65% of cases as against only 14% previously whilst the frequency had reduced by 57% against 29% previously.

**Areas for improvement:**

- (1) *RoH* had been effectively managed in 28% of cases; insufficient assessment and planning had contributed to this score which was lower than the previous inspection. The main contributory factor was the format of the RMP.
- (2) Half of the children and young people had complied with the requirements of the order, but enforcement action had only been taken sufficiently well in one-third of cases.
- (3) In 45% of cases there had been a reduction in Asset scores, with ETE, substance misuse, thinking and behaviour and lifestyles reducing most often.
- (4) All reasonable action had been taken to keep the child or young person safe in 52% of cases. Insufficient planning and assessment had contributed to this low percentage.

### 3.2 Sustaining outcomes:

**General Criterion:**

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

**Score:**

**60%**

**Comment:**

**MODERATE improvement required**

**Strength:**

- (1) We noted on some individual cases that strategies to support effective integration had been made with other agencies including children's social care services, health, ISS and ETE. These actions had not always formed part of a written plan.

**Areas for improvement:**

- (1) Full attention had been given to community integration in 67% of custodial and 60% of community cases.
- (2) Action had been taken or plans had been put in place to ensure that positive outcomes were sustainable in half of the custodial and 60% of the community cases.

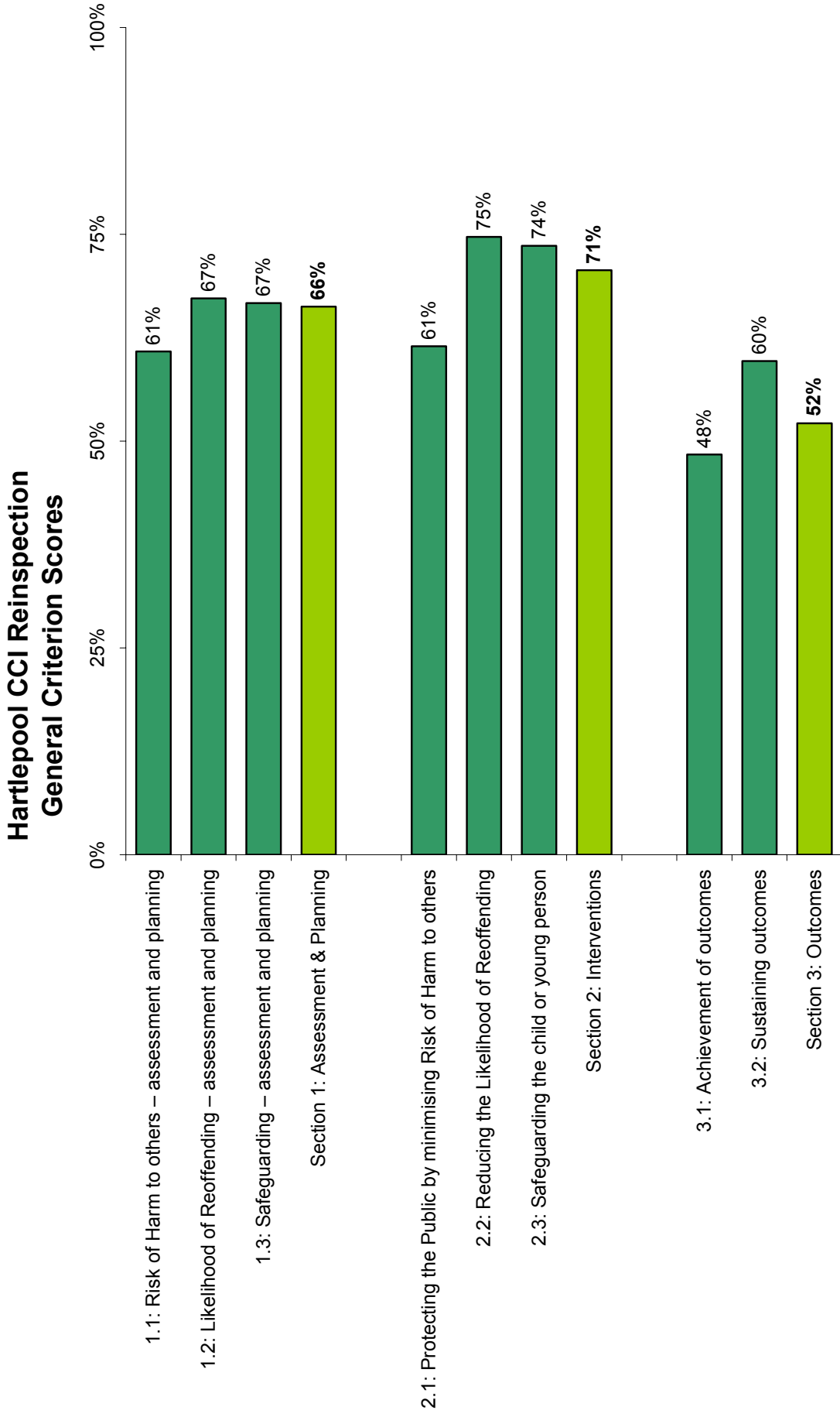
**OVERALL SCORE for quality of Outcomes work: 52%**

**COMMENTARY on Outcomes as a whole:**

In order for outcomes to be of high quality, the processes leading up to this - assessment, planning and delivery of interventions needed to be right. In this case, the poor scores on outcomes were likely to have been as a result of poor quality assessments and planning in the past that were still being worked through.

It had taken time to undertake some fundamental and wide ranging changes following the last inspection but we considered that the YOS was moving in the right direction. Work undertaken so far had produced results, albeit from a very low base. This now needed to be refined and embedded into every case.

## Appendix 1: Summary



## **Appendix 2: Contextual information**

### **Area**

Hartlepool YOS was located in the North East region of England.

The area had a population of 88,611 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 Hartlepool was predominantly white British 98.8% The population with a black and minority ethnic heritage 1.2% 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 63 per 1,000, were above the average for England & Wales of 38.

### **YOS**

The YOS boundaries were within those of the Cleveland police area. The Teesside and County Durham Probation Trust and the Hartlepool Primary Care Trust covered the area.

The YOS had been relocated within the Children's Services Directorate.

The YOS Management Board was chaired by the Director of Child and Adult Services.

The YOS Headquarters was in the town of Hartlepool. The operational work of the YOS was based in Hartlepool. ISS was provided by the Tees Valley Consortium.

### **YJB National Indicator Performance Judgement**

The YJB National Indicator Performance Judgement available at the time of the inspection was dated July 2010.

There were five judgements on reoffending; first time entrants; use of custody; accommodation; and employment, education and training.

On these dimensions, the YJB scored Hartlepool 19 of a maximum of 28 (for English YOTs); this score was judged by the YJB to be performing well.

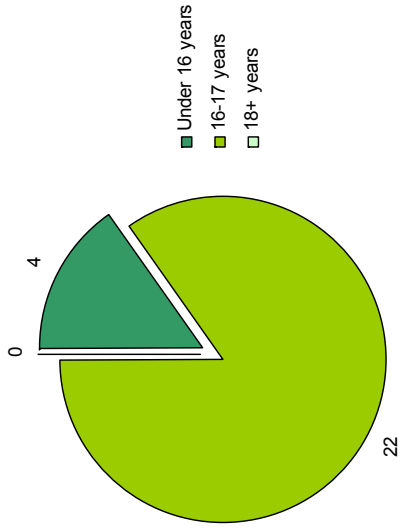
Hartlepool's reoffending performance was judged by the YJB to be static and was close to similar *family group* YOTs.

For a description of how the YJB's performance measures are defined, please refer to:

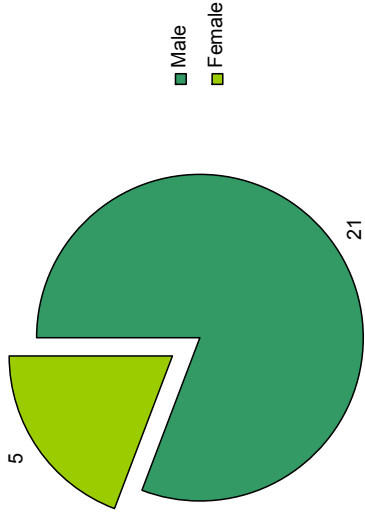
<http://www.yjb.gov.uk/en-gb/practitioners/Monitoringperformance/Youthjusticeplanning/>

### Appendix 3a: Inspection data chart

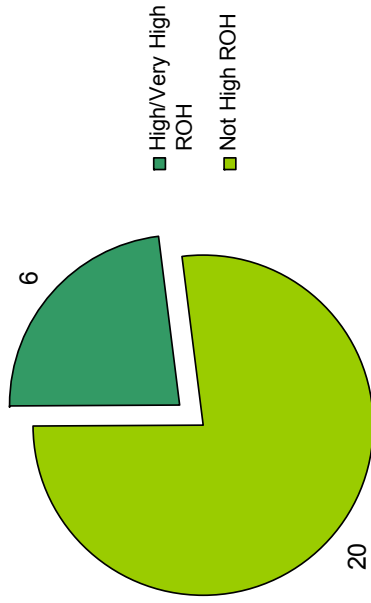
Case Sample: Age at start of Sentence



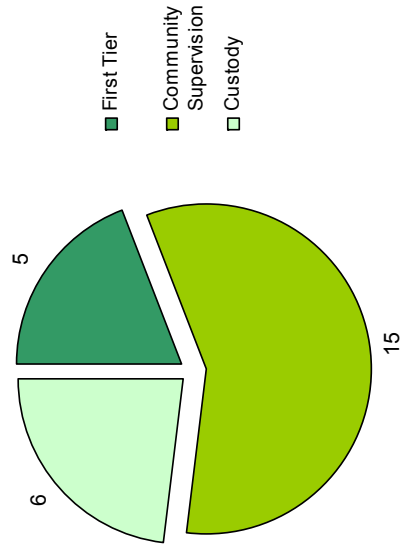
Case Sample: Gender



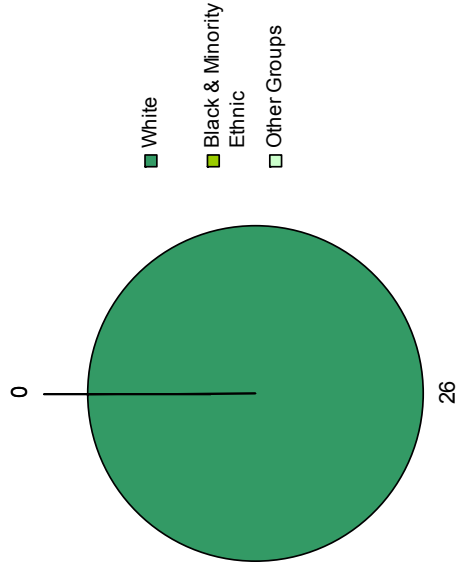
Case Sample: Risk of Harm



Case Sample: Sentence Type



Case Sample: Ethnicity



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

Fieldwork for this reinspection was undertaken in January 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

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/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>. 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