



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:

Bolton

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Foreword

This Core Case Inspection of youth offending work in Bolton 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 58% 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 49% of the time, and the work to make each individual less likely to reoffend was done well enough 55% 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.

We found that children's services had supported children and young people and that there was some effective joint work with social workers. Of note was the work undertaken to engage and support parents/ carers, and some effective support from health workers.

Overall, we consider this a disappointing set of findings, with many of the inspection criteria requiring substantial improvement. We noted that outcomes for children and young people may have been adversely affected by inconsistencies in the quality of assessments, which failed to utilise all known information, the variance in the quality of information recorded on the youth offending information system and insufficient management oversight of cases supervised by the area.

Andrew Bridges
HM Chief Inspector of Probation

September 2009

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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.

Safeguarding score:	
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.	
Score: 58%	Comment: <i>SUBSTANTIAL improvement required</i>

Public Protection – Risk of Harm score:	
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.	
Score: 49%	Comment: <i>SUBSTANTIAL improvement required</i>

Public Protection - Likelihood of Reoffending score:	
This score indicates the percentage of <i>Likelihood of Reoffending</i> work that we judged to have met a sufficiently high level of quality.	
Score: 55%	Comment: <i>SUBSTANTIAL improvement required</i>

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 and plan, using Asset, is completed when the case starts and when there is significant new information (Chair of Management Board)
- (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's well-being, to make him/ her less likely to reoffend, and to minimise any identified *Risk of Harm to others* (YOT Manager)
- (4) the plan of work with the case is regularly reviewed and correctly recorded in Asset with a frequency consistent with the national standard for youth offending services (YOT Manager)
- (5) there is evidence in the file of regular quality assurance by management, especially of screening decisions, as appropriate to the specific case (YOT Manager)
- (6) work undertaken is fully, consistently and accurately recorded on the case management systems (All staff and 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

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

- ◇ The 17 children and young people who returned a questionnaire knew why they had come into contact with the YOT and knew what to expect when they had their first appointment.
- ◇ All felt that the staff at the YOT wanted to help them and had listened to them.
- ◇ Thirteen of them said that they had completed a self-assessment questionnaire.
- ◇ The majority of children and young people felt that they had been helped to understand their offending and to make better decisions.
- ◇ Fourteen of those who responded stated that they were less likely to offend in the future.
- ◇ All were satisfied with the service they received.

Victims

One questionnaire was completed by a victim of offending by children and young people.

- ◇ Only one questionnaire was returned, and therefore no judgements could be made about the quality of services for victims.

Sharing good practice

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

Assessment and Sentence Planning

General Criterion: 1.2.c

The speech and communication therapist attached to the YOT, undertook an assessment of a young person with communication difficulties. The assessment enabled the case manager, and other staff, to have a clear understanding of the young person's ability to express his self and understand what was being said to him. The assessment resulted in an adapted approach linked to his communication skills and increased the level of engagement between the young person and the case manager.

Delivery and Review of Interventions

General Criterion: 2.1.a

Following an incident of violence in the town centre bus station, there were concerns about Tracey, a young female who was vulnerable partly due to her offending behaviour. The Partnership Business Group collated information about ASB and shared this with the police and the YOT. There was effective liaison between the bus centre manager and Tracey's case manager via e-mails and telephone calls. As a result, the case manager was able to use this information to work with Tracey and reduce her LoR.

Outcomes

General Criterion: 3.1.a

Stacy was a Looked After Young Person who placed herself at risk when she went missing from home. The leaving care team manager requested that the YOT used their positive relationship with the police offender management unit to raise Stacy's profile to locate her quickly and then to return her back home and keep her safe.

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:

54%

Comment:

SUBSTANTIAL improvement required

Strength:

- (1) A RoSH screening had been completed in 84% of cases, (52 of 62 cases) with 72% of these having been completed on time.

Areas for improvement:

- (1) Only 43% of the RoSH screenings assessed were of sufficient quality. They often failed to include all known information about risk, including some detailed and clear assessments undertaken at PSR stage by a separate assessment team.
- (2) The case sample contained 33 cases where the screening indicated that a full RoSH analysis should have been completed, however only 23 had been done. Of these most had been completed on time, although only just over half were of a sufficient quality.
- (3) Seven of the RoSHs did not specify the relevant risk to victims, the public and staff.
- (4) Bolton did not use the YJB RMP, but had been using a risk and vulnerability booklet and plan as part of their own risk led approach. These documents combined risk to self and others. RMPs had been completed in just over half of the cases where they were required. Only eight of the RMPs had been produced on time.
- (5) RoSH assessments did not draw on all other available assessments, including those done at PSR stage, reference the most recent previous convictions or in a few cases reference the current conviction.
- (6) Inspectors found only two RMPs that were of a sufficient quality to enable effective risk management of the case. Victim safety, diversity issues,

planned response and nominated roles and responsibilities had been missed from plans. More worrying was the fact that not all known information about suspected and actual risky behaviours had been carried through to management plans.

- (7) Where there had been a RoSH screening, inspectors agreed with the recorded *RoH* in 67% of cases. There were six cases where there was no clear classification and where information on the plan did not match those recorded on the RoSH. There appeared to be confusion about classification of risk and inspectors found 16 cases where this was incorrect, usually with the risk level underestimated.
- (8) Only in five of 11 cases was the MAPPA classification accurate.
- (9) In a quarter of relevant cases was RoSH forwarded to the custodial establishment within 24 hours, sometimes because they had been completed late.
- (10) In only 31% of relevant cases could we evidence that details of the RoSH assessment had been shared with all relevant staff and agencies.
- (11) Where there was no requirement for a RMP, the need to manage *RoH* had not always been recognised or acted upon.
- (12) In only 23% of cases was there evidence of effective management oversight of *RoH* assessments.

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:

49%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) There had been an initial assessment of the LoR in 57 of the 62 cases (92%).
- (2) In 92% of cases there was an intervention plan. In 83% of applicable cases thinking and behaviour had been appropriately addressed and, where relevant, 72% of plans included substance misuse work.
- (3) Intervention plans reflected the sentencing purpose in 74% of cases.
- (4) Parents/ carers had been actively and meaningfully involved in the planning process in 60% of cases; and children and young people in 56% of cases.

- (5) Other relevant agencies had been appropriately involved in the planning processes to varying extents, the most effective and most often used being the secure establishments (83%) and substance misuse (69%).

Areas for improvement:

- (1) There was active engagement with children and young people, to carry out the initial assessment in 52% of cases and with parents/ carers in 47% of relevant cases.
- (2) 33% of initial assessments had been informed by the use of the Asset *What do YOU think?* questionnaire. A learning styles questionnaire had been completed in only eight cases.
- (3) Of the 57 cases where an initial assessment had been completed only 21 were of a sufficient standard. There was no single reason why assessments were insufficient, rather a range of factors, including 31 assessments which contained unclear and/ or insufficient evidence and 19 that failed to identify all factors linked to offending. Other reasons why they were judged insufficient included failures to identify diversity issues, positive factors, ETE needs and vulnerability.
- (4) Initial assessments did not always draw on previous assessments or information from other relevant agencies, including those completed by the YOT assessment team.
- (5) Contact with children's services to inform the initial assessment was evidenced in 62% of cases, with ETE providers in 58% of cases and ASB teams in only one-quarter of cases.
- (6) The intervention plan had sufficiently addressed all relevant factors linked to reoffending and Safeguarding in only 43% of cases.
- (7) The intervention plan integrated the RMP in 36% of applicable cases, and Safeguarding needs in 42% of cases.
- (8) Interventions plans did not always include all key areas. 53% included Safeguarding work, 51% took account of victim issues and 42% were sensitive to diversity issues.
- (9) Plans were prioritised according to *RoH* in only 37% of cases and sequenced according to need in 33% of cases.
- (10) Intervention plans failed to give shape to the order (52%) and set relevant goals in just 11% of cases. Plans also failed to provide realistic timescales and did not focus on achievable change.
- (11) The ASB team had been involved in developing the intervention plan in only one of 13 relevant cases.
- (12) The initial assessment and intervention plan had been reviewed at appropriate intervals in 61% of cases.

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:

58 %

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) 89% of cases contained an Asset vulnerability screening and of these 69% had been completed on time.
- (2) In 70% of cases, where it was needed, an appropriate contribution to a CAF assessment had been made.

Areas for improvement:

- (1) Only 39% of vulnerability screenings were accurate.
- (2) The assessment of Safeguarding had been reviewed at appropriate points in 60% of cases.
- (3) Vulnerability issues had been communicated to the secure establishment at the start of sentence in just over half of the relevant cases.
- (4) From the 62 cases in the sample inspectors judged that there should have been a VMP in 38 cases. In 26 cases a plan had been produced but of these only half had been completed on time and were of a sufficient quality.
- (5) VMPs had contributed to and informed intervention plans in 40% of relevant cases.
- (6) Variable record keeping within the YOT meant that other plans, including care and pathway, were not on file; nor were there references to these documents in VMPs.
- (7) There had been effective management oversight of the vulnerability assessments in only 44% of cases.

OVERALL SCORE for quality of Assessment and Sentence Planning work: 52%

COMMENTARY on Assessment and Sentence Planning as a whole:

Work was needed to ensure that assessments and sentence planning were completed in all relevant cases, on time and to a sufficient standard. Once

sentenced, cases were allocated to either the high or the low intensity team, dependent upon the level of interventions they required, in accordance with Bolton's risk led approach. This system relied on accurate and comprehensive assessment in all cases to ensure that the level of intervention was matched to the actual needs of the child or young person. Where assessments were not accurate, there was a possibility that children and young people would not receive the interventions they needed to reduce the risks they posed to themselves and others and to reduce LoR. There was a lack of overarching quality assurance methods to ensure that all assessment and planning work was of sufficient quality.

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:

48 %

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) In 71% of cases appropriate resources had been allocated, consistent with the assessed *RoH* throughout the sentence.
- (2) Case managers and relevant staff had contributed effectively to multi-agency meetings in 67% of custody cases and in 69% of community cases.
- (3) In 65% of relevant cases, purposeful home visits had been undertaken to manage *RoH* and Safeguarding issues.

Areas for improvement:

- (1) *RoH to others* had been reviewed no later than three months from the start of sentence in only 37% of cases. In only one-third of cases had it been reviewed following a significant change.
- (2) Specific interventions to manage *RoH to others* were identified in half of the community cases where they were needed. These had been incorporated into half of the RMPs, and from these, just over half were delivered. One-third of interventions to manage *RoH* were reviewed.
- (3) Specific interventions to manage *RoH to others* were identified in just over one-third of the custody cases that required them. In only one of the 16 custody cases did the RMP incorporate an appropriate intervention.
- (4) Changes in *RoH* were only recorded in seven out of 24 relevant cases.
- (5) We did not find any cases where there had been effective use of MAPPAs, or where staff had contributed effectively to MAPPAs processes. Understanding of MAPPAs was inconsistent, although work needed to rectify this had been recognised.
- (6) A full assessment of victim safety had been carried out in only one-third of

relevant cases. A high priority had been given to victim safety in only 27% of cases where this was an issue.

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:

63 %

Comment:

MODERATE improvement required

Strengths:

- (1) Interventions delivered in the community had been designed to reduce the LoR in 75% of cases. 67% of interventions had been delivered in line with the intervention plan.
- (2) In 74% of relevant cases appropriate resources had been allocated according to the LoR throughout the sentence.
- (3) Case managers had been involved in the review of interventions in custody in all but two cases.
- (4) Parents/ carers had been actively engaged in all but one custody case, (93%) and in 78% of relevant community cases.
- (5) Staff had actively motivated and supported the child or young person in 80% of custody cases and in 70% of community cases.

Areas for improvement:

- (1) Delivered interventions in the community had incorporated all relevant diversity issues in 45% of cases; and had been appropriately reviewed in 46% of cases. Only 48% of interventions were properly sequenced.
- (2) Staff had actively reinforced positive behaviour in just over half of the custody cases and in 63% of community 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:

66%

Comment:

MODERATE improvement required

Strengths:

- (1) There was evidence that all necessary and immediate action had been taken to Safeguard and protect the child or young person in 69% of community cases and 63% of custody cases.
- (2) There was evidence to show that agencies worked together to promote the Safeguarding and well-being of children and young people whether they were in the community or in custody. These included children's services; ETE providers; staff in the secure establishments; health and substance misuse workers; and the police. Case managers generally had a sound understanding of Safeguarding processes.
- (3) Substance misuse and emotional and mental health services worked effectively to ensure a smooth transition for children and young people from custody to the community.

Areas for improvement:

- (1) There were three custody cases where action had been needed to protect other children and young people but in only one case had this been done.
- (2) There had been referrals to ensure Safeguarding in 21 cases however inspectors identified a further seven where a referral should have been made.
- (3) Specific interventions to promote Safeguarding in the community were identified in 66% of cases. Of these, 72% were included in the VMP, and 62% were delivered. Only half of the interventions in the community were reviewed every three months or following a significant change.
- (4) For those children and young people subject to custody, six of the ten cases that required them had Safeguarding interventions identified. In all but one case the interventions had been delivered, were part of a VMP and reviewed as needed.
- (5) There had been effective management oversight of Safeguarding and vulnerability needs in just less than half of the cases.
- (6) The long term vacancy of an education worker had impacted on the YOT's ability to deliver ETE services.

- (7) In 67% of custody cases and 70% of community cases all relevant staff had supported and promoted the well-being of the child or young person.

OVERALL SCORE for quality of Delivery and Review of Interventions work: 59%

COMMENTARY on Delivery and Review of Interventions as a whole:

Children and young people had been supported through the provision of a range of interventions including an in-house ISSP team, the RAP team and the 360 Project, to support substance misuse work. The YOT also had a number of specialist health workers including an emotional and mental health practitioner; and a speech and communication therapist. Referrals had been made to these people and in many cases the delivered interventions had been accepted by children and young people. It was difficult to evidence much of the work undertaken as some recording on YOIS was minimal and there was limited information on the paper files. This had implications for the consistent management of individual cases, especially where there had been more than one person involved in the case.

The CPF provided an objective view of high and very high risk cases. Whilst considering *RoH to others* and self, this forum had yet to look at LoR, although plans were in place to start this shortly.

3. OUTCOMES

3.1 Achievement of Outcomes:

General Criterion:

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

Score:

41%

Comment:

DRASTIC improvement required

Strength:

- (1) In 67% of cases, the child or young person had complied with the requirements of the sentence.

Areas for improvement:

- (1) *RoH* had been effectively managed in only 40% of cases.
- (2) Where children and young people had not complied with the requirements of the sentence, enforcement action had been taken sufficiently well in 58% of cases. Bolton YOT did not comply with the national standard for unacceptable absences and we found inconsistent use of warnings. Entries on YOIS did not always show if an acceptable reason for absence had been provided or not.
- (3) There had been a reduction in factors linked to offending in only 19% of cases. In the limited number of cases where there had been a reduction, the factors showing improvement were thinking and behaviour; substance misuse; family and personal relationships; and ETE.
- (4) There had been a reduction in risk factors linked to Safeguarding in only 32% of relevant cases.
- (5) In less than two-thirds of relevant cases had all reasonable action been taken to keep children and young people safe.

3.2 Sustaining Outcomes:

General Criterion:

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

Score:

49%

Comment:

SUBSTANTIAL improvement required

Strength:

- (1) The RAP was available to children and young people for six months beyond the end of their orders.

Areas for improvement:

- (1) Full attention had been given to community integration in just over half of the cases where this was needed. However, for those who were in custody this percentage dropped. In only 36% of cases were there full attention given to well sequenced, child centred interventions.
- (2) In just half of cases had there been sufficient work to ensure that outcomes achieved could be sustained.

OVERALL SCORE for quality of Outcomes work: 43%

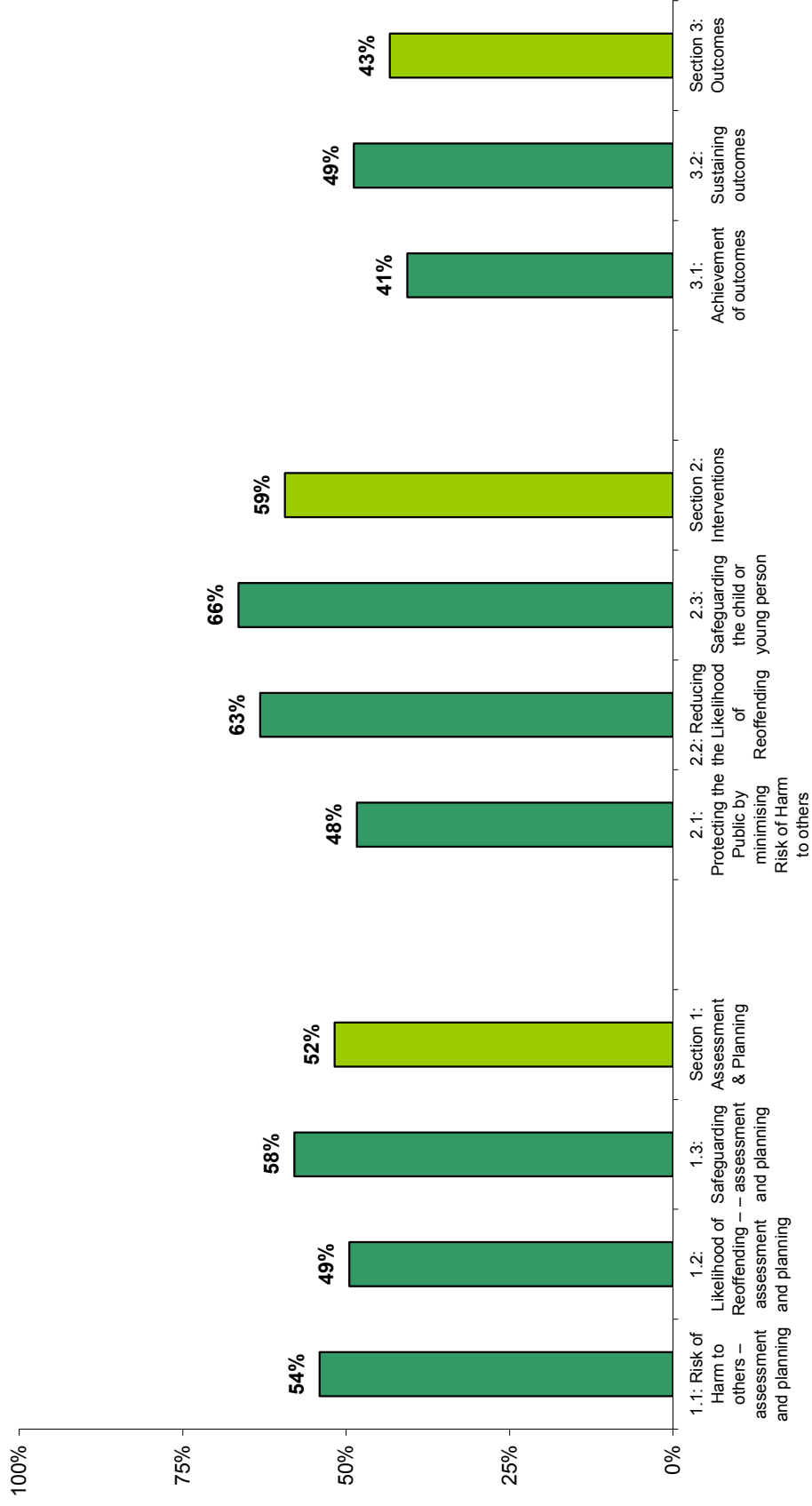
COMMENTARY on Outcomes as a whole:

Our assessment of the quality of outcomes was comprised of a number of key factors including the effective management of *RoH*; whether children and young people had complied with orders; and if there had been a reduction in the factors that had contributed to children and young people committing crimes. Overall there had been limited reductions in these areas. Information on the paper and electronic systems was limited and further, plans were not outcome focused, making it difficult for staff to identify and evidence positive changes made.

There were individual examples of good progress made with children and young people; however these were largely dependent on individual work rather than a coordinated and systematic approach to work from the YOT as a whole.

Appendix 1: Summary

Bolton CCI July 2009 General Criterion Scores



Appendix 2: Contextual information

Area

Bolton YOT was located in the North-West region of England.

The area had a population of 261,037 as measured in the Census 2001, 11.2% 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 Bolton was predominantly white British (89%). The population with a black and minority ethnic heritage (11%) 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 46 per 1,000, were the same as for England/ Wales of 46.

YOT

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

The YOT was located within the Positive Contribution section of the Bolton Council Directorate of Children's Services. It was managed by the Head of Positive Contribution.

The YOT Management Board was part of the Be Safe Partnership which considered a wide range of criminal justice and community safety responsibilities. It was chaired by the Chief Superintendent for Bolton as a part of Greater Manchester police.

The YOT Headquarters was in the town of Bolton. The operational work of the YOT was based in Bolton town centre. ISSP was provided by a dedicated team within the YOT.

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.

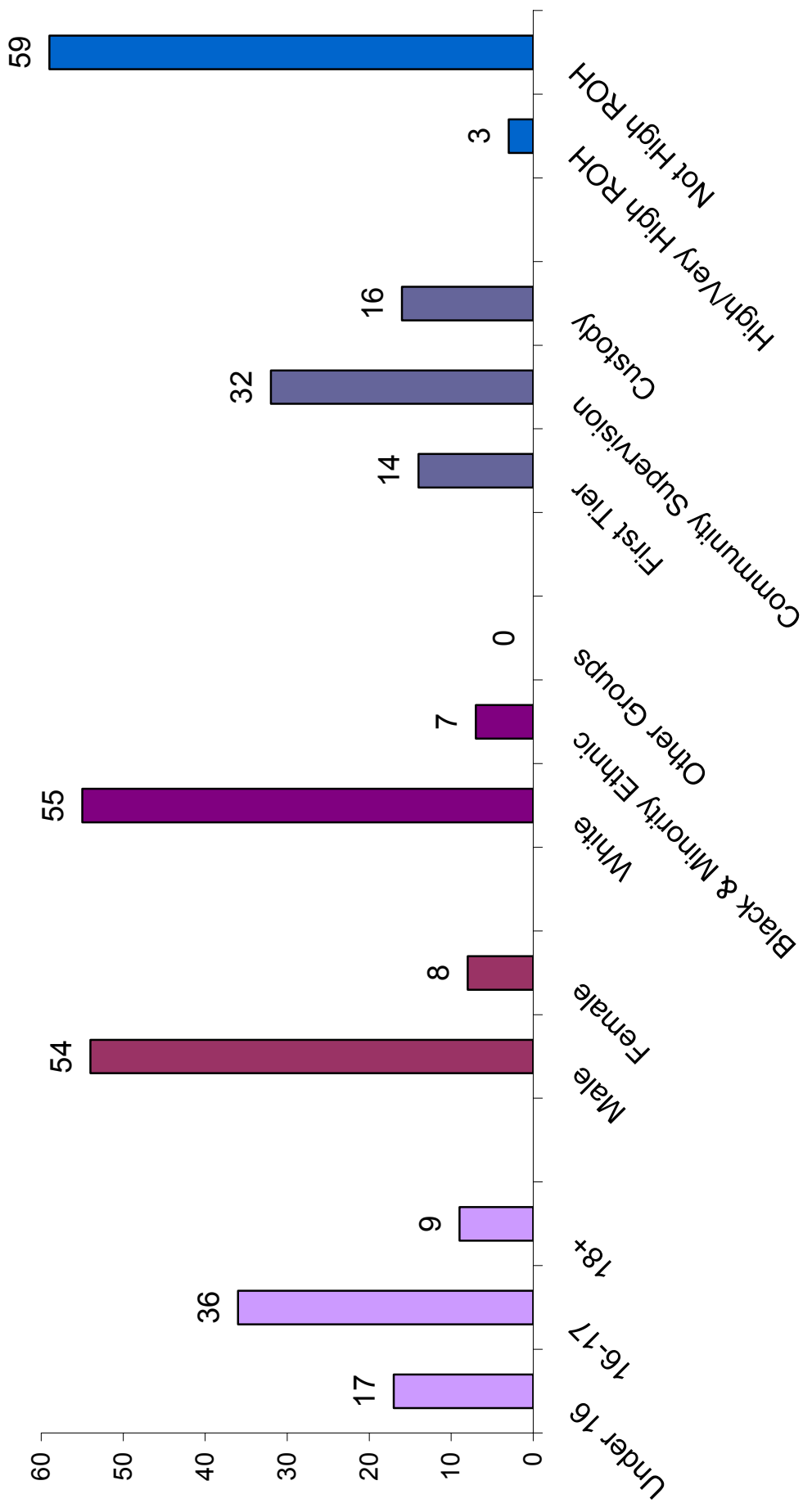
Bolton's performance on ensuring children and young people known to the YOT were in suitable education, training or employment was 81.1%. This was an improvement on the previous year, and above the England average of 72.4%.

Performance on ensuring suitable accommodation by the end of the sentence was 92.2%. This was worse than the previous year and worse than the England average of 95.3%.

The "Reoffending rate after 9 months" was 87%, worse than the England average of 85% (See Glossary).

Appendix 3a: Inspection data chart

Case sample information: Bolton



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 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+
CPF	Case Planning Forum: a meeting where discussions and planning are held on high and very high intensity cases
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. 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%
RAP	Resettlement and aftercare provision.
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>
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