



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:

Bury

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Foreword

This Core Case Inspection of youth offending work in Bury 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 61% 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 45% of the time, and the work to make each individual less likely to reoffend was done well enough 58% 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 also found that, following our recent previous inspection that was critical of the performance of the team, Bury YOS had made some encouraging progress since then, including by introducing a number of quality assurance measures. If managers now apply them much more frequently and routinely this will help to develop consistent quality of practice by the team.

In these circumstances, although the scores for quality of practice were still not very good in absolute terms, in the light of the progress achieved since our last inspection we consider this a relatively encouraging set of findings. Even though there is still a considerable distance to travel, Bury YOS has demonstrated some potential to achieve continuous improvement in practice.

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.

<i>Safeguarding score:</i>	
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: 61%	Comment: MODERATE improvement required

<i>Public Protection – Risk of Harm score:</i>	
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: 45%	Comment: SUBSTANTIAL improvement required

<i>Public Protection - Likelihood of Reoffending score:</i>	
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: 58%	Comment: SUBSTANTIAL improvement required

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 vulnerability and *Risk of Harm to others* is completed at the start, as appropriate to the specific case (YOS Manager)
- (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 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* (YOS Manager)
- (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 (YOS Manager)
- (4) there is evidence in the file of regular quality assurance by management, especially of screening decisions, as appropriate to the specific case (YOS Manager)
- (5) engagement with victims is developed along the lines of best available practice as defined by the Youth Justice Board (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.

Service users' perspective

Children and young people

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

- ◆ These responses were overwhelmingly positive with all respondents agreeing that they had been told what would happen whilst they were under supervision. All respondents also felt that staff were interested in helping them.
- ◆ Twelve respondents recorded that they understood why they had to attend the YOS and the same number more importantly felt that staff listened to what they had to say.
- ◆ Ten of the children and young people, who completed a questionnaire, indicated that they understood their offending behaviour better at the end of their period of supervision.
- ◆ Eleven respondents considered that they were less likely to offend in the future as a direct result of their work with the YOS.
- ◆ Although we only saw 44% of the cases in the inspection sample with a completed *What do YOU think?* form; nine of the 13 children and young people who responded to the questionnaire asserted that they had completed one. This may be a reflection of the progress the YOS had made recently in terms of quality of practice. The inspection sample only partly covered this more recent period of time and a sizeable proportion of the case sample pre-dated some of the quality assurance work now being undertaken.
- ◆ In response to the question 'Did the YOS take action to deal with the things that you raised about your needs?' there were 11 positive answers.

Victims

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

- ◆ This was a disappointingly low return rate and it was difficult to make judgements about general performance from such a small sample.
- ◆ All three respondents indicated that they had had a positive experience with the YOS; been clear on the range of services available to them; and were completely satisfied with the way that the service was delivered.

Sharing good practice

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

Assessment and Sentence Planning

General Criterion: 1.2

Sam's intervention plan contained specific objectives that could be linked to the assessed areas of need. The case manager had thought about the sequencing of the interventions to ensure that the most urgent was carried out first. She recognised the importance of dealing with his substance misuse before trying to engage him in looking at victim issues. After that, work would be required on his motivation to change. This was reflected by the use of the correct column on the YOIS planning system which allowed the identification of the order in which the objectives would be delivered. The plan was fully reviewed and was considered to be 'excellent' by the inspector.

Delivery and Review of Interventions

General Criterion: 2.2

Having identified Kirsty's learning style as being predominantly visual but that she also had good literacy skills; the case manager used both approaches in order to ensure maximum benefit from the work. An intervention would be presented mainly using worksheets with pictures and would be followed up by an exercise using language, whether spoken or written, to check what had been retained. This gave a good picture of Kirsty's learning and progress through the supervision order.

Outcomes

General Criterion: 3.1

Jake had self-identified as being of mixed race; the case manager identified that he was having some difficulty with his sense of identity and this was affecting the relationship with his father. To address this, the case manager offered a series of appointments at home and included Jake's father in some of the work. Attention was given to the way the two related to each other, with the result that after a time Jake indicated his relationship with his father was much improved.

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:

53%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) A RoSH screening on Asset was completed in 78% of cases and 70% of these were completed on time.
- (2) Where a RoSH screening indicated the need for a full assessment one was completed in 81% of cases, and 71% of those were completed on time.
- (3) We agreed with the RoSH classification in 81% of cases.

Areas for improvement:

- (1) The RoSH screen needed to be completed in all cases and wherever there was any indicator in the screen then a full RoSH assessment should be completed.
- (2) Full assessments needed to be well evidenced and draw upon all available information. In particular, there should routinely be information from victims available and this was lacking in the majority of cases.
- (3) Whenever an individual was assessed as being of medium or higher *RoH to others*, a RMP should be developed. Although we found RMPs in eight of the 14 relevant cases, all of which had been completed on time, we considered none of them to be of sufficient quality.
- (4) There were three MAPPA cases within the sample, two of which we judged to be accurately categorised and managed at the appropriate level.
- (5) We did not consider management oversight of the *RoH* assessments to have been effective in 92% of relevant cases. Although assessments had been countersigned, a high proportion of them (86%) was not considered by us to be of sufficient quality and should have been returned to the case manager for amendment.

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:

52%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) There was a timely initial assessment of the LoR in 88% of the sample cases. In 63% of these there was clear evidence of an active engagement being carried out with the child or young person to inform the assessment.
- (2) There was good evidence of active engagement with parents/ carers as part of the assessment. Where children and young people were aged between 16 and 18 there is no requirement for the parents/ carers to be involved. That applied to seven of the cases where we did not see active engagement which may, in the circumstances, have been an acceptable situation.
- (3) It was good to see that the team had a model for assessing the child or young person's learning style. This had been introduced in the 12 months before the inspection and had been applied to 44% of the cases in the sample. Most staff understood the benefits and implications of identifying the appropriate learning style and could describe different ways of presenting interventions according to the outcome of the assessment. The use of identified learning styles to deliver key interventions made it probable that the child or young person would benefit more from the work, which in turn may have more impact on helping them to avoid further offending.
- (4) Bury YOS had worked hard at improving it's relationship with Bury children's services and had a dedicated terminal within the office which allowed staff to look up all new children and young people who came into contact with the service directly on the children's services database. A form was then completed indicating their status and any current involvement. This was then placed on the paper file. We were pleased to find this form in 80% of the cases in the sample.
- (5) In seven of the eight relevant cases there was sufficient evidence that the initial assessment had been forwarded to the custodial establishment within 24 hours.
- (6) There was an intervention plan or a referral order contract in 85% of the cases inspected and we considered that 61% of them sufficiently addressed factors associated with criminal behaviour.

Areas for improvement:

- (1) 41% of the initial assessments of LoR were not completed to a sufficient standard. In the majority of these cases it was simply a lack of or poor clarity about, the evidence used to support the scores. In nine cases there was a failure to identify factors associated with offending behaviour and in six cases, failure to identify positive influences.
- (2) Although intervention plans or referral order contracts were considered to have sufficiently addressed relevant factors in 61% of cases, these plans tended not to identify appropriate goals or realistic timescales for their achievement. Indeed, although the majority of plans did broadly reflect the sentencing purpose and national standards, many of them were not sufficiently SMART.
- (3) There was evidence of children and young people's active involvement in the planning process in 53% of cases and this should be developed, as involvement in and ownership of the planning process is much more likely to result in a successful intervention.
- (4) Similarly, 59% of cases evidenced active involvement by parents/ carers in the planning process and again this needed to be developed as part of a general strategy in quality improvement.
- (5) Reviews of assessments and plans at appropriate intervals were insufficient at 55% and 44% respectively.

1.3 Safeguarding:	
General Criterion: <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>	
Score: 59%	Comment: <i>SUBSTANTIAL improvement required</i>

Strengths:

- (1) Asset vulnerability screens were completed in 88% of cases and all but two of them in a timely manner. We considered 58% of them had been completed to a sufficient standard.
- (2) Safeguarding assessments were reviewed appropriately in 65% of cases.
- (3) The secure establishment was made aware of vulnerability issues prior to or immediately upon sentence in 89% of relevant cases (eight out of nine).

- (4) Copies of other plans were found on file in 92% of relevant cases and case managers had made a contribution through the CAF in 54% of cases.

Areas for improvement:

- (1) The use of VMPs was inconsistent and plans on the whole were not considered particularly effective.
- (2) There was insufficient evidence of effective management oversight of the vulnerability assessment. In particular, where assessments needed to be converted into plans but had not been, management oversight should have picked them up. In addition we found examples of VMPs that were countersigned but needed considerably more detail to make them fully effective.

OVERALL SCORE for quality of Assessment and Sentence Planning work: 54%

COMMENTARY on Assessment and Sentence Planning as a whole:

Following the last inspection report, which was published in May 2008, Bury YOS had devised a substantial action plan in response to a highly critical inspection. The first and most challenging area that needed to be addressed related to staffing and this had been well implemented and largely successful.

More recently, management attention had turned to quality of practice, and a series of steps that had been developed had the potential to improve this. A new quality audit process was implemented early in 2009. Inspectors were made aware of this development through the evidence in advance and conversations throughout the inspection, but most of the practice we examined took place before the audit process was implemented. Nevertheless it will be a potentially valuable process once it has been brought into routine use in supervision as intended. We believe that this will help to address (but only in part) the shortcomings that we have identified in some of the assessment and planning work.

There had not been a settled management team for quite some time. This had prevented the development of a consistency of approach that is so important in raising the quality of practice across the whole team. It was clear from discussions with the Head of Service that this report will inform some of the decisions about the next management appointment.

The YOS had already taken steps to improve work on *RoH to others* (as was clearly necessary) and had entered into an agreement with the local probation service managers for them to provide some training to staff and managers at the YOS. This report will help in identifying the areas where most improvement is required.

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:

45%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) We found good evidence of case managers and other relevant staff contributing effectively to multi-agency meetings in 80% of cases where the child or young person was in custody.
- (2) The resources allocated to cases were sufficient for the assessed *RoH* in 82% of the sample.
- (3) 76% of cases had identified specific interventions to manage *RoH to others* in the community.

Areas for improvement:

- (1) Reviews of *RoH* occurred no later than three months from the start of sentence in 49% of cases and in only 42% of cases were reviews repeated on a three monthly basis.
- (2) There was little attention paid to the safety of victims, with evidence of this being assessed available in only 19% of cases.
- (3) Although there was evidence of specific interventions to manage *RoH* having been identified, these were not linked to the few RMPs that we saw and in only 39% of cases were they delivered and reviewed in a timely manner.
- (4) For cases in custody there was practically no work identified or undertaken to address *RoH to others* in custody. This suggested that some case managers believed that, because of the staffing within the custodial setting, children and young people were prevented from harming each other. However, even if prevented from causing immediate physical harm, the potential for bullying is high, as was the opportunity to develop animosity that may be enacted after release. These are examples of areas of work that could be undertaken during the custodial period to manage the assessed *RoH to others*.

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:

62%

Comment:

MODERATE improvement required

Strengths:

- (1) Case managers were appropriately involved in the review of interventions in custody cases in 90% of the sample. In 80% of cases we considered that the appropriate resources were allocated according to the assessed LoR.
- (2) In the majority of cases, the case manager had actively motivated and supported the child or young person with there being sufficient evidence of this in 67% of the custody cases and 86% of the community cases.
- (3) Throughout the sentence there was evidence of case managers reinforcing positive behaviour in 89% of the community cases.
- (4) Active engagement with parents/ carers, where appropriate, was sufficiently evidenced in 88% of custody cases and 77% of community cases. This was an important area in terms of ensuring successful outcomes and general improvement in family dynamics that, in turn, could contribute to a more settled life for both parents/ carers and the children and young people concerned.

Areas for improvement:

- (1) The interventions that were planned in community orders were implemented in line with the intervention plan in only 57% of cases.
- (2) Although the YOS had made a good start in the identification of children and young people's learning style, there needed to be more confidence and consistency in the application of that knowledge.
- (3) There was little understanding of sequencing interventions. We found some evidence of this happening in just 27% of the cases inspected.

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) In 66% of relevant cases all necessary immediate action had been taken to safeguard and protect the child or young person.
- (2) For children and young people on community orders all necessary referrals to ensure Safeguarding had been made to other relevant agencies in 85% of cases.
- (3) We considered that YOS workers and staff from other relevant agencies had worked together to promote the Safeguarding and well-being of the child or young person subject to a community order in the majority of cases. In particular, ETE and Connexions (91%); emotional and mental health services (85%); and substance misuse services (80%).
- (4) There was sufficient evidence that all relevant staff had supported and promoted the well-being of the child or young person throughout the course of the sentence, whether in custody or on a community orders, in 70% of the cases inspected.
- (5) Specific interventions to promote Safeguarding in the community had been identified in the VMPs in 86% of relevant cases in the community. This was also the case in the three relevant cases in custody.

Areas for improvement:

- (1) There was evidence in only 43% of custody cases of all necessary referrals to ensure Safeguarding had been made to relevant agencies.
- (2) For those children and young people in custody substance misuse services only appeared to work with the case managers to promote Safeguarding and well-being of the child or young person in 25% of cases. This seemed to suggest a view that once in custody substance abuse ceases to be a problem and became something to be followed up on release. Evidence has shown this to be far from the case.
- (3) We found very little evidence of effective management oversight of Safeguarding and vulnerability needs, whether in custody or the community (22%). We also identified that there was no consistency between staff or managers as to the triggers for a discussion about vulnerability.

OVERALL SCORE for quality of Delivery and Review of Interventions work: 58%

COMMENTARY on Delivery and Review of Interventions as a whole:

Another development that had been implemented relatively recently was the CPF. This multi-agency group would agree a course of action where a case had been identified as being medium or higher risk of vulnerability or *RoH to others*. Although one or two of the cases in the sample had been brought into that arrangement we did not see enough of these to form a view as to how it was functioning. Nonetheless, the intention for it was clear and written up, and along with the quality audits referred to in the previous section should contribute to practice improvement.

Throughout the inspection we noted a high degree of interest in and support for children and young people under supervision. We saw examples of practice in terms of addressing vulnerability in particular as well as LoR. This was not being done often enough in a planned and structured manner with a clear plan laid out at the beginning, worked through and then reviewed to identify progress. However, we saw signs that this team was capable of achieving the improvement that we have identified as being required.

3. OUTCOMES

3.1 Achievement of outcomes:

General Criterion:

Outcomes are achieved in relation to RoH, LoR and Safeguarding

Score:

51%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) There was evidence that all reasonable actions had been taken to keep the child or young person safe in 83% of relevant cases.
- (2) There had been some reduction in factors likely to lead to crime in over half of the cases. In particular these included ETE, living arrangements and perception of self and others and motivation to change

Areas for Improvement:

- (1) Children and young people's *RoH to others* had been effectively managed in only 36% of cases.
- (2) There were 14 children and young people who had not complied with the requirements of the sentence. In only seven of those cases did we consider that sufficient enforcement action had been taken. Indeed, we identified a tendency towards finding reasons not to enforce an order even after multiple unacceptable absences and these were sometimes endorsed by managers. This was of concern as it could give the wrong message to some children and young people - that nothing happens if you do not cooperate. Children and young people need clear boundaries, even if they often do not recognise that, and enforcement is one way of showing that what is said at the start of the order is meant.

3.2 Sustaining outcomes:

General criterion:

Outcomes are sustained in relation to RoH, LoR and Safeguarding

Score:

49%

Comment:

SUBSTANTIAL improvement required

Strength:

- (1) Full attention had been given to community integration issues for 69% of children and young people subject to community orders.

Area for improvement:

- (1) We found very little evidence of a structured approach to ensure that the work undertaken during the course of supervision was effectively consolidated, in order to enable the positive changes caused to be sustained.

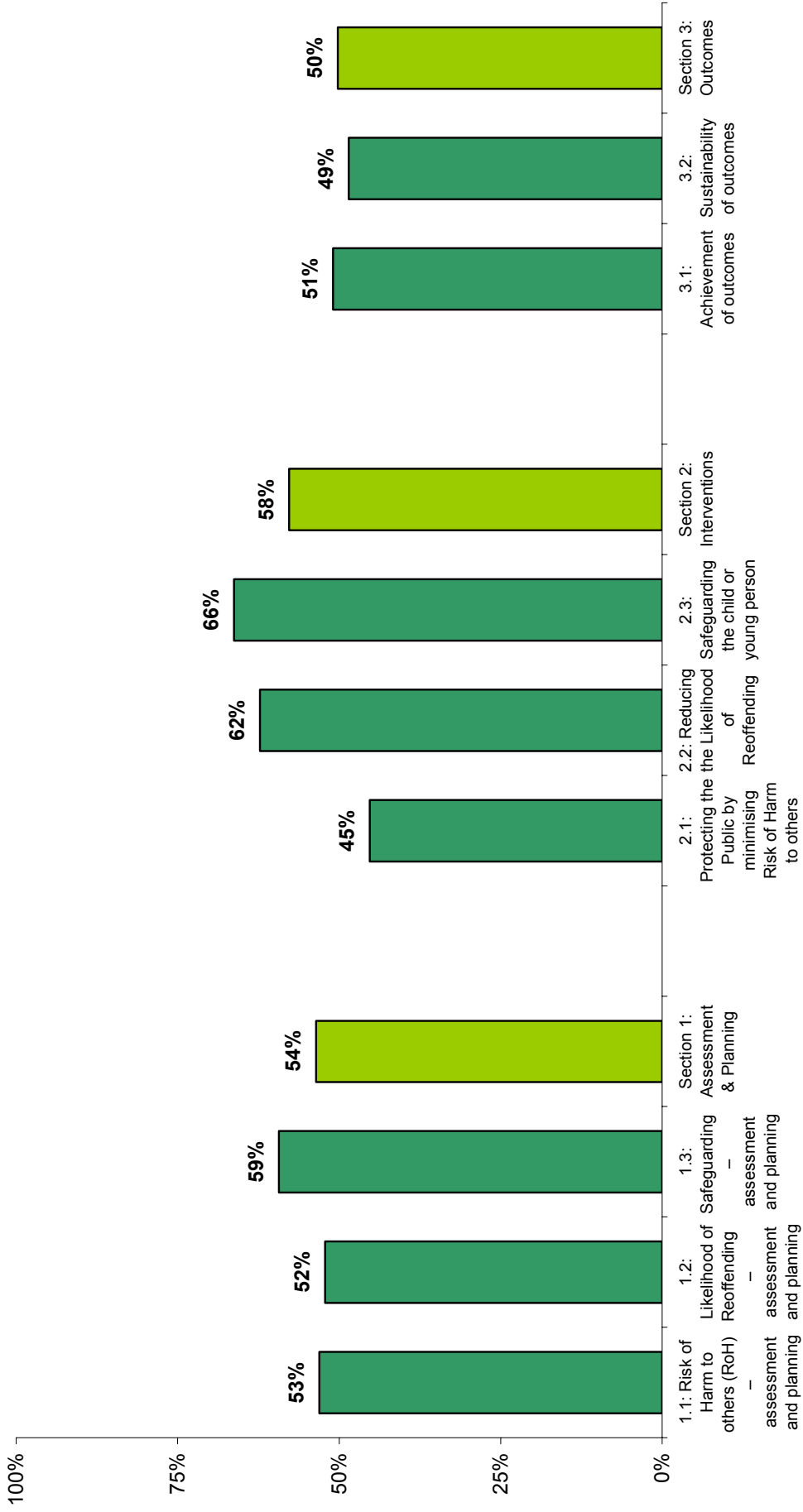
OVERALL SCORE for quality of Outcomes work: 50%

COMMENTARY on Outcomes as a whole:

Following our earlier judgements of assessment and planning work and of delivery and review work, it is perhaps unsurprising that we did not find many positive outcomes. However, these should start to become evident as a consequence of any improvements achieved with effective planning and delivery of quality practice.

Appendix 1: Summary

Bury CCI June 2009 General Criterion Scores



Appendix 2: Contextual information

Area

Bury YOS was located in the North-West Region of England.

The area had a population of 180,608 as measured in the Census 2001, 11.3% 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 Bury was predominantly white British (93.9%). The population with a black and minority ethnic heritage (6.1%) was below 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 41 per 1,000, were below the average for England/ Wales of 46.

YOS

The YOS boundaries were within those of the Greater Manchester police and probation areas. The Bolton, Bury, Rochdale PCT covered the area.

The YOS was located within children's services. The YOS Manager was managed by the Assistant Director for Children's Services.

The YOS Management Board was chaired by the Director of Children's Services. All statutory partners attended regularly.

The YOS Headquarters was in the town of Bury. The operational work of the YOS was based in Bury. ISSP was provided in-house.

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.

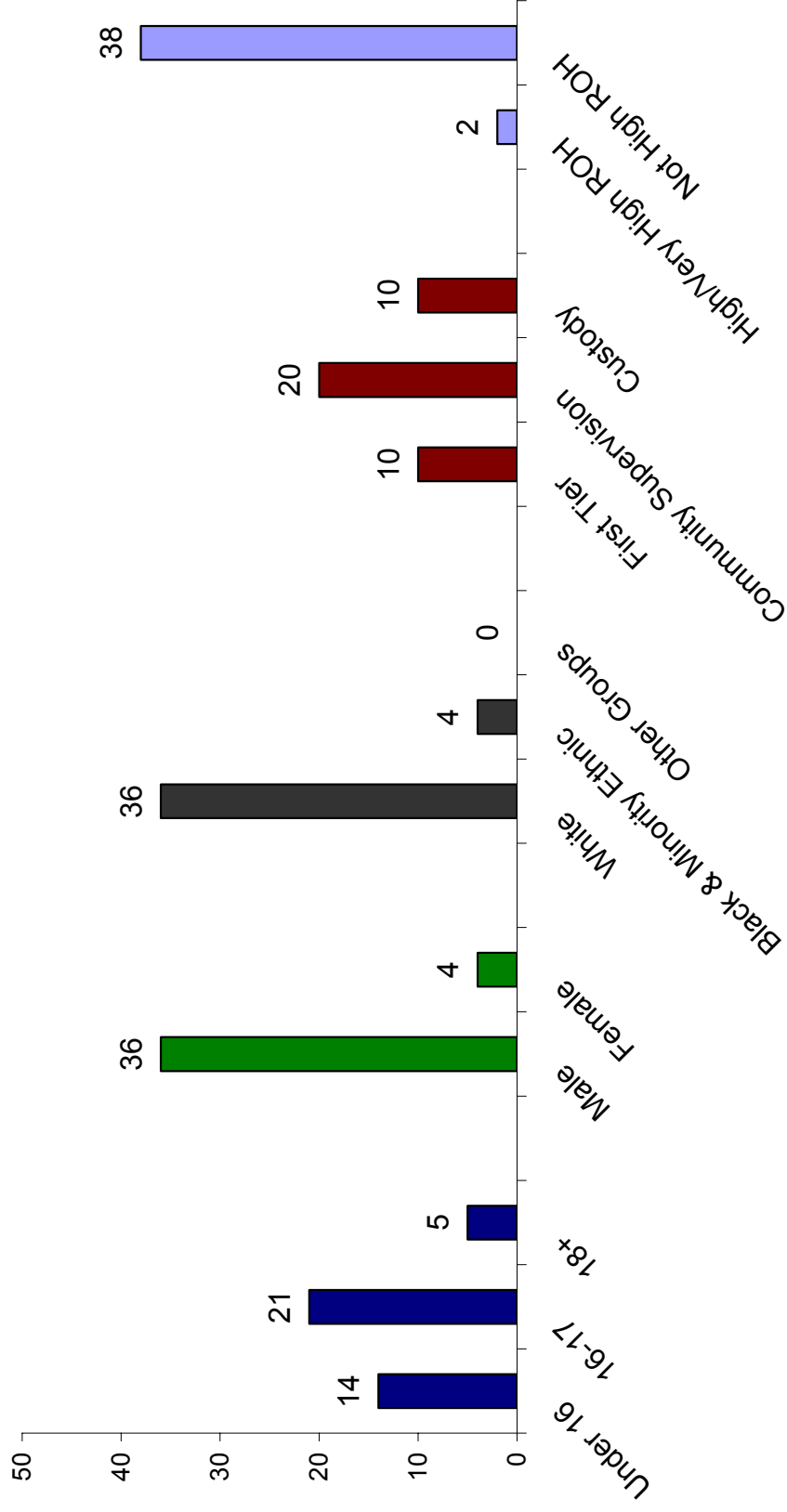
Bury's performance on ensuring children and young people known to the YOS were in suitable education, training or employment was 80.9%. This was worse than the previous year, and above the England average of 72.4%.

Performance on ensuring suitable accommodation by the end of the sentence was 90.2%. This was worse than the previous year and worse than the England average of 95.3%.

The "Reoffending rate after 9 months" was 79%, better than the England average of 85% (See Glossary).

Appendix 3a: Inspection data chart

Case sample information: Bury



Appendix 3b: Inspection data

Fieldwork for this inspection was undertaken in June 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+
CPF	Case Planning Forum
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 YOS, 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)
SMART	Specific, Measurable, Achievable, Realistic, Timely.
SQIFA	Screening Questionnaire Interview for Adolescents (Youth Justice Board approved mental health screening tool for YOS 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