



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:

Calderdale

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Foreword

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

We judged that the Safeguarding aspects of the work were done well enough 67% of the time. With the Public Protection aspects, work to keep to a minimum each individual's *Risk of Harm to others* was done well enough 64% of the time, and the work to make each individual less likely to reoffend was done well enough 74% 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.

Overall, we consider this a broadly encouraging set of findings. We saw some imaginative use of interventions and partnerships, and a commitment to improving quality. The YOT now needs to apply its learning from this inspection to help it further improve the quality of assessments, plans and reviews.

Andrew Bridges
HM Chief Inspector of Probation

December 2010

	Scores from Wales and the English regions that have been inspected to date			Scores for Calderdale
	Lowest	Highest	Average	
'Safeguarding' work <i>(action to protect the young person)</i>	38%	91%	67%	67%
'Risk of Harm to others' work <i>(action to protect the public)</i>	36%	85%	62%	64%
'Likelihood of Reoffending' work <i>(individual less likely to reoffend)</i>	50%	87%	69%	74%

Acknowledgements

We would like to thank all the staff from the YOT, 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.

<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: 67%	Comment: MODERATE improvement required

<i>Public Protection – Risk of Harm score:</i>	
This score indicates the percentage of Risk of Harm work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
Score: 64%	Comment: MODERATE improvement required

<i>Public Protection - Likelihood of Reoffending score:</i>	
This score indicates the percentage of Likelihood of Reoffending work that we judged to have met a sufficiently high level of quality.	
Score: 74%	Comment: MODERATE 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. Overall our inspection findings provide the 'best available' means of measuring, for example, how often each individual's *Risk of Harm to others* is being kept to a minimum. It is never possible to eliminate completely Risk of Harm to the public, and a catastrophic event can happen anywhere at any time – nevertheless a 'high' *RoH* score in one inspected location indicates that it is less likely to happen there than in a location where there has been a 'low' *RoH* inspection score. In particular, a high *RoH* score indicates that usually practitioners are 'doing all they reasonably can' to minimise such risks to the public, in our judgement, even though there can never be a guarantee of success in every single case.

Recommendations (primary responsibility is indicated in brackets)

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

- (1) a timely and good quality assessment and plan, using Asset, is completed when the case starts (YOT Manager)
- (2) specifically, a timely and good quality assessment of the individual's vulnerability and *Risk of Harm to others* is completed at the start, as appropriate to the specific case (YOT Manager)
- (3) as a consequence of the assessment, the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm, to make them less likely to reoffend, and to minimise any identified *Risk of Harm to others* (YOT Manager)
- (4) specifically, the safety of victims is fully assessed and the resulting assessment used to develop a good quality risk management plan (YOT Manager)
- (5) 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 (YOT Manager)
- (6) there is evidence in the file of regular quality assurance by management, especially of screening decisions, as appropriate to the specific case (YOT Manager)

Next steps

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

Service users' perspective

Children and young people

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

- ◇ All the respondents knew why they had to come to the YOT and recalled a YOT worker having explained to them what to expect. One young person wrote that their case manager "*described what I had to do and when they mentioned big words they described what it meant*".
- ◇ All five of the children and young people with a referral order knew what the order was, had discussed their contract with their YOT case manager and had been given a copy to keep.
- ◇ Seven of eight respondents knew what a supervision or sentence plan was and recalled the YOT case manager discussing their plan with them. Five stated they had been given a copy to keep; two were unsure. Five of seven stated that their plan had been reviewed.
- ◇ Nine felt completely, and three felt mostly, that YOT staff were really interested in helping them. One child or young person felt that YOT staff did not always listen to what they had to say.
- ◇ All except one of the children and young people felt the YOT had fully, or mostly, taken action to deal with the things they needed help with. One child or young person wrote "*YOT helped me with various things while I was in and out of custody. For example when I was in custody they sorted things out for me like college work and job opportunities. When I came out they helped me feel better because obviously I was overwhelmed by coming out of jail for the first time and felt ... constantly worried.*"
- ◇ Nine respondents recalled completing a *What do YOU think?* self-assessment form; one did not and two were unsure.
- ◇ In the two cases where the child or young person said that they had been afraid of something, both said that the YOT worker had "*helped a lot*".
- ◇ Eight of twelve respondents stated that things had improved for them as a result of their contact with the YOT. Eight had received help regarding education and training, seven with understanding offending and six with making better decisions.
- ◇ Ten children and young people felt they were a lot less likely to offend.
- ◇ Nine children and young people were wholly or mostly satisfied with the service provided by the YOT; two were neither satisfied nor dissatisfied and one was partly dissatisfied.

Victims

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

- ◇ Four of the five respondents felt that the YOT had explained the service they were offering; had taken their needs into account, and had given them the chance to talk about any worries.
- ◇ One victim reported that they had benefited from work undertaken by the child or young person.
- ◇ Three of the five victims felt the YOT had paid attention to their safety; two did not.
- ◇ Two respondents were fully satisfied with the service provided by YOT; one partly satisfied; one partly dissatisfied and one completely dissatisfied. One respondent felt concerned that they had been invited to a meeting with the child or young person who had offended against their son. Another noted that the child or young person had been absent often from their reparative activity.

Sharing good practice

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

Assessment and Sentence Planning

General Criterion: 1.2

Brendan was aged 15 and on a supervision order with ISSP. The case manager assessed that positive behaviour at school and improved attendance were key to reducing the likelihood of Brendan offending again. The case manager arranged for case planning meetings to take place at school. This made it much easier for Brendan's teachers to attend, with minimal disruption to their teaching commitments. Also, the case manager was able to get a much more accurate and up to date picture of Brendan's initial progress.

Delivery and Review of Interventions

General Criterion: 2.2

Aged 16, and being supervised by the YOT following convictions for offences of dishonesty, Kerry's case manager arranged for her to have a mentor. Kerry turned up for one session with the mentor under the influence of alcohol and the mentor therefore cancelled the session. Kerry then reported to the case manager in a very upset state saying she had ruined her relationship with the mentor. The case manager held an immediate three-way meeting and facilitated an agreement to 'draw a line' under the problem and establish sound ground rules for future meetings. This worked well and the mentoring relationship provided a sound source of support to Kerry for the remainder of her supervision period. This was a useful way for a young person to learn how to make a constructive outcome from a negative event.

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:

69%

Comment:

MODERATE improvement required

Strengths:

- (1) An Asset RoSH screening was completed in all except 1 of the 38 cases inspected (97%), and was on time in 32 (84%).
- (2) A full RoSH analysis was completed in all 20 cases where it was required, and was on time in 18 (90%).
- (3) We considered the RoSH classification was correct in 77% of the cases.
- (4) A RMP had been completed in 13 of the 16 cases (81%) where one was required.
- (5) The one case that met the criteria for MAPPA was referred in a timely manner and had been appropriately assigned to Level 1 (ordinary agency) management.

Areas for improvement:

- (1) We considered Asset RoSH screenings were inaccurate in just over one-third of all cases.
- (2) RoSH analysis was completed to a sufficient quality in only half of the cases. This was largely because the risk to victims had not been fully assessed or previous relevant behaviour had not been considered. Assessments had drawn adequately on all appropriate information in 61% of cases.
- (3) A RMP had been completed on time in nine cases (56%), and to a sufficient level of quality in seven (44%). Details of the RoSH assessment had been appropriately communicated to others in 60% of relevant cases.

- (4) The need for planning to deal with *RoH* issues had been recognized and acted upon in 8 of the 12 cases (67%) where there were *RoH* concerns but no requirement for a RMP.
- (5) There was effective management oversight of the RMP in just over one-third of relevant cases, reflecting that RMPs of insufficient quality had nevertheless been countersigned by the manager.
- (6) We found one case, not a Category 1 or 2 MAPPA case, which should have been more fully assessed for possible referral to MAPPA, due to the escalating *RoH* and the need for multi-agency input.

1.2 Likelihood of Reoffending:	
General Criterion: <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>	
Score: 70%	Comment: MODERATE improvement required

Strengths:

- (1) An initial assessment of LoR was completed in all 38 cases; was timely in 92%; and was of sufficient quality in 71%.
- (2) We saw evidence of active engagement to carry out the initial assessment with the child or young person in 84% of cases and with parents/carers in 75%.
- (3) Initial assessments were informed by ETE agencies in 76% of cases, and by secure establishments in all cases where this was appropriate. Reviews of initial assessments were undertaken at appropriate intervals in 84% of cases.
- (4) A timely sentence plan was completed on all ten children and young people in custody, and nine of the plans sufficiently addressed the causes of offending. All plans included positive factors and addressed diversity issues where relevant, and five out of seven integrated the RMP with the sentence plan. Objectives in the custodial sentence plan were prioritised according to *RoH* in six out of eight cases; inclusive of appropriate Safeguarding work in all four relevant cases; sequenced according to offending-related factors in seven out of nine cases, and took account of victims' issues in all but one. In every case the YOT worker had been actively involved in working with the secure establishment throughout the custodial planning process.

- (5) A community intervention plan was completed in 35 of the 38 cases (92%); was timely in 87%, and addressed offending related factors sufficiently well (particularly in relation to ETE, thinking and behaviour and substance misuse) in 76%. The plan dealt effectively with identified diversity needs in 79% of cases. Objectives within the plan were inclusive of appropriate Safeguarding work (71%), sequenced according to the importance of offending-related factors (73%) and sensitive to diversity issues (78%).
- (6) All intervention plans reflected national standards, and all except one reflected sentencing purposes. Almost all plans gave a clear shape to the order, and over three-quarters set relevant goals and focused on achievable change.
- (7) We found that 76% of children and young people had been actively involved in the planning process, as had 78% of parents/carers. There was active involvement by ETE agencies and accommodation services in around three-quarters of cases.
- (8) Plans were reviewed at appropriate intervals in 77% of community cases and 80% of custody cases.

Areas for improvement:

- (1) Only one-fifth of cases had evidence that the learning style of the child or young person had been assessed or that a *What do YOU think?* questionnaire had been completed at the start of sentence.
- (2) Initial assessments contained sufficient information from children's social care services; emotional/mental health services; substance misuse services; and the police in less than half of relevant cases.
- (3) Community intervention plans did not address family and personal relationships in 12 (44%) of 27 cases where this was an offending-related factor, and emotional/mental health issues in 7 (35%) of 20 cases.
- (4) Community intervention plans were sufficiently integrated with RMPs in only one-third of relevant cases; took into account Safeguarding needs (70%); included positive factors (66%); and incorporated the child or young person's learning style (31%). Objectives were prioritised according to *RoH* in 42% of relevant cases; took victims issues into account in 58%; and had realistic timescales for achievement set in 60%.
- (5) Objectives within custodial sentence plans were sensitive to diversity issues in three of the five relevant cases.
- (6) A number of agencies were engaged fully in the planning process in only around half of cases: children's social care services (45%); emotional/mental health services (47%); substance misuse (59%); and police (37%).

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:

69%

Comment:

MODERATE improvement required

Strengths:

- (1) An Asset vulnerability screening was completed in all except one case and 87% were timely.
- (2) Of the nine VMPs that were completed, eight had contributed to and informed the choice of interventions and, in all four relevant cases, to other plans, e.g. a child protection plan.
- (3) In all six cases where it was appropriate the secure establishment had been made aware of vulnerability issues at the start of, or prior to, sentence.

Areas for improvement:

- (1) An Asset vulnerability screening was completed to a sufficient quality in 62% of cases.
- (2) Safeguarding needs were reviewed as appropriate in two-thirds of cases.
- (3) A VMP was not completed in nearly half of the 17 cases where we judged that one was needed. Five VMPs were completed on time (29%), and six were completed to a sufficient quality (35%).
- (4) There was evidence of other relevant plans on file in 10 of the 16 cases (63%) where we would have expected to see one, and of a YOT contribution to other assessments and plans to safeguard the child or young person in 8 of 12 cases (67%).
- (5) We assessed there had been effective management oversight of vulnerability assessments in only 6 out of 25 relevant cases (24%).

OVERALL SCORE for quality of Assessment and Sentence Planning work: 70%

COMMENTARY on Assessment and Sentence Planning as a whole:

The YOT had introduced two types of meeting to promote greater consistency in assessment and sentence planning. The first was a case planning meeting held at the start of community supervision, involving YOT staff, the child or young person, their parent/carer, and representatives from the other agencies involved. The second, a risk planning meeting, had been introduced in 2008 to oversee the management of *RoH* in individual cases, and had been further developed to include consideration of vulnerability and to include representatives from all agencies involved with the management of the case. These meetings were starting to have a positive impact but staff in the YOT realised that the quality of discussion and decision making had been variable and welcomed the learning from the inspection as a means to improve their approach.

Although staff generally felt able to approach managers for advice and guidance on specific cases the discussions and decisions were not always recorded on YOIS case notes.

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:

63%

Comment:

MODERATE improvement required

Strengths:

- (1) RoH was reviewed in line with the required timescales in 80% of cases.
- (2) Case managers had contributed effectively to all multi-agency meetings in custody and to 87% of those in the community.
- (3) Appropriate resources had been allocated according to the RoH posed by the child or young person in 92% of cases.
- (4) Specific interventions to manage RoH in custody were delivered in five of the seven cases (71%) where they were required.

Areas for improvement:

- (1) RoH was reviewed thoroughly in 13 of the 23 cases (57%) where there had been a significant change in circumstances.
- (2) Changes in RoH were anticipated in 52% of relevant cases; identified swiftly in 55%; and acted upon in 60%.
- (3) Purposeful home visits were carried out in accordance with the level of RoH posed in 63% of relevant cases, and in 62% of cases with Safeguarding issues.
- (4) We found evidence of a full assessment of victim safety in 32% of relevant cases, and 11 of 23 cases demonstrated that a high priority had been given to victim safety.
- (5) Specific interventions to manage RoH in the community were delivered in 58% of relevant cases and reviewed following significant change in 68%.
- (6) There was effective management oversight of RoH to others in four out of seven custody cases and 9 of the 24 community cases, where there were RoH concerns.

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:

79%

Comment:

MINIMUM improvement required

Strengths:

- (1) Most delivered interventions in the community were designed to reduce reoffending; more than three-quarters were of good quality, and almost that proportion were appropriate to the learning style of the child or young person as well as incorporating all diversity issues.
- (2) The YOT was appropriately involved in the review of interventions in nine of the ten custodial cases
- (3) Based on the YOT assessment of LoR and RoH, we felt the initial Scaled Approach level was correct in all cases. In almost all cases appropriate resources were allocated according to LoR throughout the sentence.
- (4) The YOT worker had actively motivated and supported the child or young person throughout their sentence in all ten custody cases, and in all except two of the community cases. YOT workers had also reinforced positive behaviour, and actively engaged parents and carers, in all custody cases and the great majority of community cases.

Area for improvement:

- (1) Delivered interventions in the community were implemented in line with the intervention plan (63%); sequenced appropriately (53%); and reviewed appropriately (63%). All the requirements of the YRO sentence had been implemented, or were on their way to completion, in 45% of the relevant 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:

72%

Comment:

MODERATE improvement required

Strengths:

- (1) All necessary immediate action had been taken to safeguard and protect the child or young person in all three custody cases, and in 16 of the 21 community cases (76%) where this was necessary. The YOT took immediate action to safeguard or protect other affected children and young people in the single custody case where this was necessary.
- (2) We found that the YOT had worked well with secure establishments and ETE agencies to promote the Safeguarding and well being of the child or young person in the community. In custody cases, there was liaison in all relevant cases with the secure establishment, ETE, emotional/mental health and substance misuse agencies. We also saw liaison in most cases with these agencies (and with accommodation services) to ensure continuity in the transition from custody to the community.
- (3) In most cases, specific interventions to promote Safeguarding in the community were identified, and incorporated into the VMP.
- (4) Specific interventions to promote Safeguarding in custody were delivered, and referrals to ensure Safeguarding were made, to other agencies in three of the four cases where this was necessary.
- (5) In custody, there had been effective management oversight of Safeguarding and vulnerability needs in four of the five cases where this was necessary, and staff had supported and promoted the well-being of the child or young person in all cases.
- (6) Staff had supported and promoted the well-being of the child or young person in 82% of the community cases.

Areas for improvement:

- (1) In 8 out of 14 community cases (57%), all necessary immediate action had been taken to safeguard and protect other children and young people where inspectors judged that this was necessary.
- (2) All necessary referrals to ensure Safeguarding had been made to other agencies in 13 of the 20 (65%) relevant community cases.

- (3) The YOT and other agencies (with the exception of the good liaison with secure establishment and ETE agencies) had only worked together to promote Safeguarding and wellbeing in less than two-thirds of the cases in the community.
- (4) Joint working with children's social care services did not take place in one of the three custody cases where this would have been appropriate to promote Safeguarding and well-being, as well as continuity of provision of mainstream services on release.
- (5) Specific interventions to promote Safeguarding in the community were delivered and reviewed in almost two-thirds of relevant cases.
- (6) In two of the three relevant cases, specific interventions to promote Safeguarding in custody incorporated those identified in the VMP and were reviewed.
- (7) We judged that there had been effective management oversight of Safeguarding and vulnerability needs in 10 of the 24 community cases (42%) where this was necessary.

OVERALL SCORE for quality of Delivery and Review of Interventions work: 72%

COMMENTARY on Delivery and Review of Interventions as a whole:

The YOT and its partners were resourceful in providing a range of leisure and cultural activities to assist children and young people to develop skills and interests and thereby contribute to reducing reoffending. There was also an active ISSP, and case managers had well developed links with ETE, volunteer mentors and an in-house accommodation worker. Work by the substance misuse and resettlement partnerships featured in a number of the cases in the inspection and appeared well used.

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:

57%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) All reasonable action had been taken to keep the child or young person safe in 23 of the 27 cases (85%) where we judged there were concerns about safety.
- (2) Frequency of offending appeared to have reduced in 19 out of 33 cases (58%), and seriousness of offending in 17 out of 30 cases (57%), where it was possible to apply this judgement.

Areas for improvement:

- (1) *RoH* had not been effectively managed in 11 of the 28 cases (39%) where there were *RoH* concerns. This was largely attributable to lack of a quality assessment or plan, and in a smaller number of cases to interventions not having been delivered.
- (2) Of the 15 cases where the child or young person had not complied, enforcement action had been taken sufficiently well in nine (60%).
- (3) When case managers reviewed the progress of children and young people, there had been a reduction in the Asset score (indicative of an improvement in the child or young person's situation since the start of the sentence) in slightly less than one-third of cases.

3.2 Sustaining outcomes:

General Criterion:

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

Score:

77%

Comment:

MINIMUM improvement required

Strengths:

- (1) Full attention had been given to community integration issues in all custody cases, and just under three-quarters of community cases.
- (2) Action had been taken or planned to ensure that positive outcomes were sustainable in all custody cases.

Area for improvement:

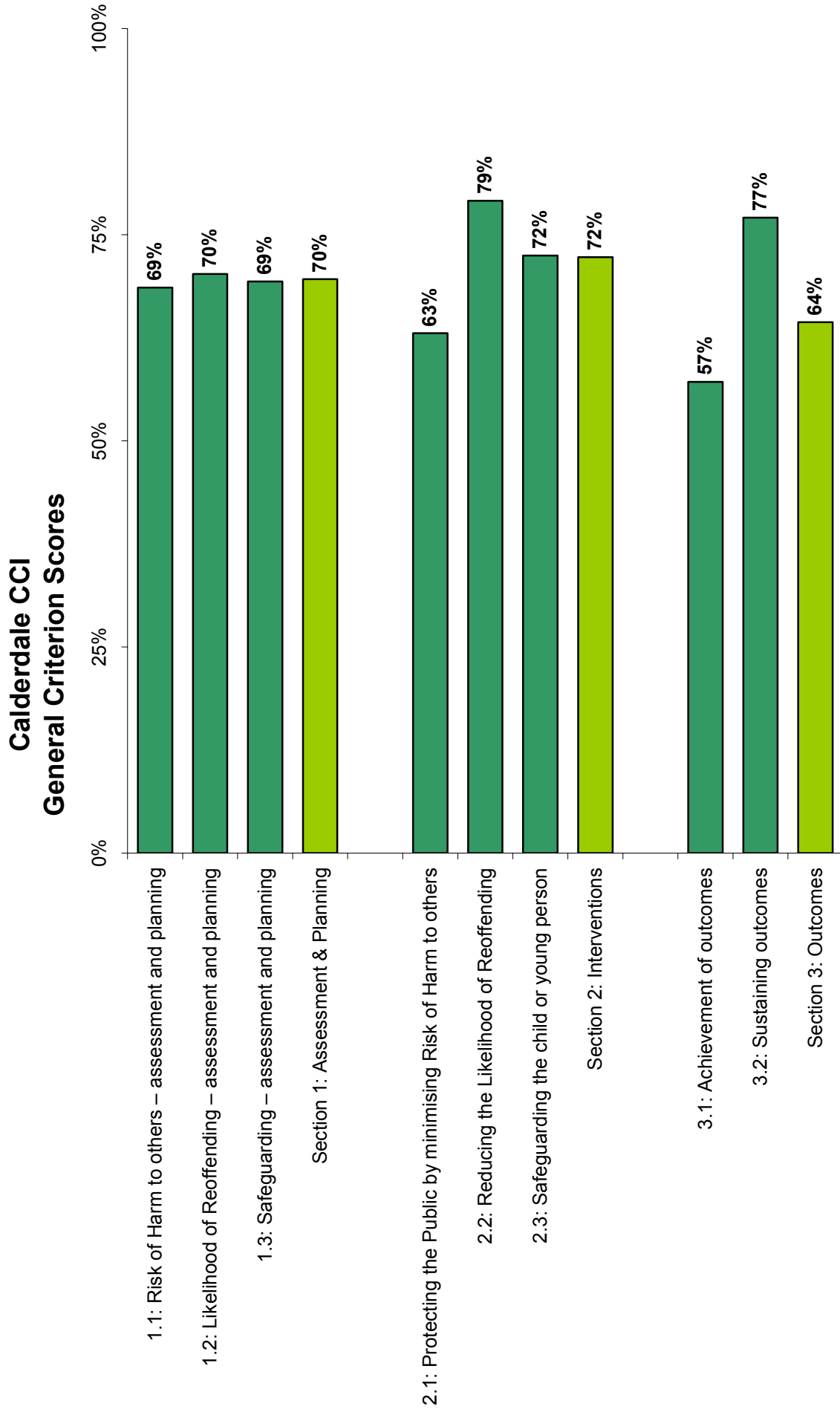
- (1) Action had been taken or planned to ensure that positive outcomes were sustainable in 68% of community cases.

OVERALL SCORE for quality of Outcomes work: 64%

COMMENTARY on Outcomes as a whole:

Although the majority of initial assessments of LoR were sufficient we noted some inconsistencies in the way in which some case managers approached the task of scoring Assets. When completing Asset, case managers are required to score each offending-related factor (e.g. substance misuse) on a scale of one to four, reflecting the extent to which they are associated with offending, and the sum of the individual scores is used to help determine the overall level of intervention. However, there were some cases in our sample where the scores (whether high or low) did not seem to reflect the description in the Asset of the child or young person's problems. There was also a variable level of recording of interventions in the contact log and generally minimal use of the intervention plan review. These factors could have had a significant bearing on the ability of the YOT to monitor effectively the progress of children and young people over time, and demonstrate the effectiveness of interventions.

Appendix 1: Summary



Appendix 2: Contextual information

Area

Calderdale YOT was located in the *Yorkshire & Humber* region of England.

The area had a population of 192,405 as measured in the Census 2001, 10.9% of which were aged 10 to 17 years old. This was slightly higher than the average for England/Wales, which was 10.4%.

The population of Calderdale was predominantly white British (93%). The population with a black and minority ethnic heritage (7%) 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 2008/2009, at 48 per 1,000, were above the average for England/Wales of 46.

YOT

The YOT boundaries were within those of the West Yorkshire police and probation areas. The Calderdale PCT covered the area.

The YOT was part of both the Children & Young Peoples and the Safer and Stronger Communities Directorates of Calderdale Metropolitan Borough Council. It was managed by an Acting Head of Service, who reported to the Head of Family Support Services.

The YOT Management Board was chaired by the Head of Family Care Services. All statutory partners attended regularly.

The YOT Headquarters and operational base was in Halifax.

YJB National Indicator Performance Judgement

The YJB National Indicator Performance Judgement available at the time of the inspection was dated 10 June 2010.

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

On these dimensions, the YJB scored Calderdale YOT 23 out of a maximum of 28 (for English YOTs); this score was judged by the YJB to be performing excellently.

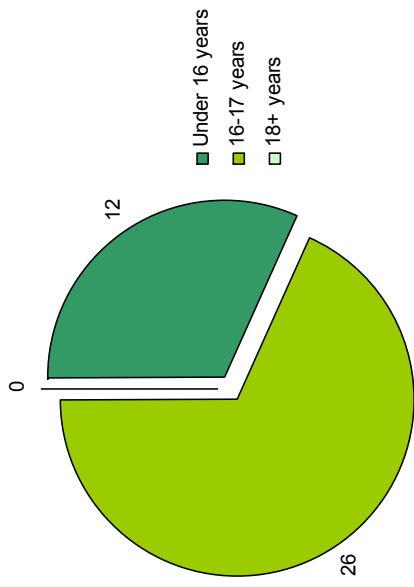
Calderdale's YOT's reoffending performance was judged by the YJB to be improving significantly and was significantly better than similar "family group" YOTs.

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

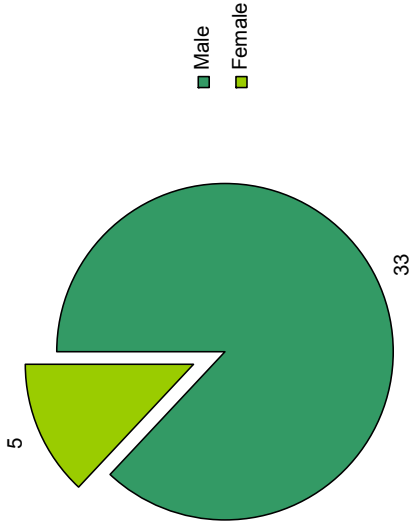
<http://www.yjb.gov.uk/en-gb/practitioners/Monitoringperformance/Youthjusticeplanning/>

Appendix 3a: Inspection data chart

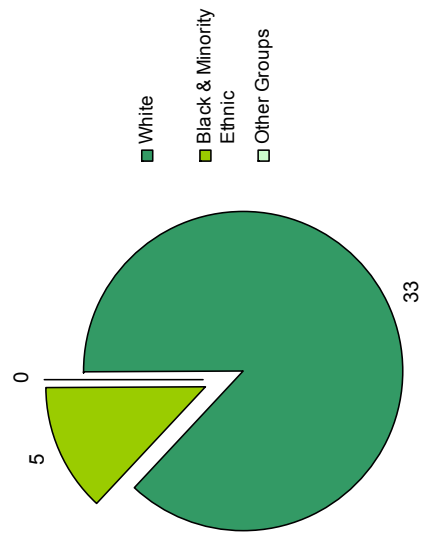
Case Sample: Age at start of Sentence



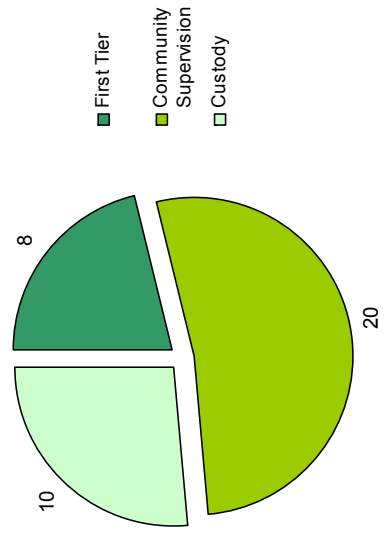
Case Sample: Gender



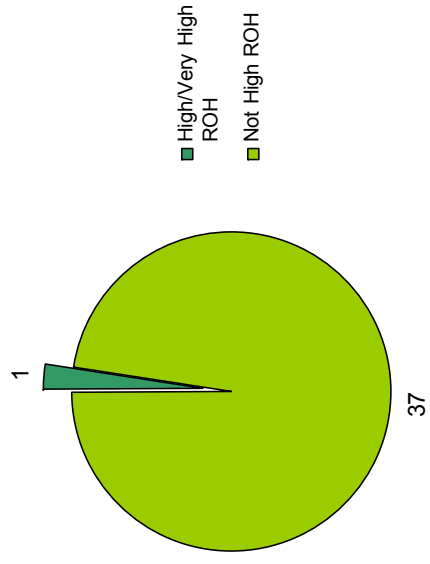
Case Sample: Ethnicity



Case Sample: Sentence Type



Case Sample: Risk of Harm



Appendix 3b: Inspection data

Fieldwork for this inspection was undertaken in September 2010.

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/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	Education, Training and Employment: 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>
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
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