



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:

Kirklees

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Foreword

This Core Case Inspection of youth offending work in Kirklees 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 70% 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 56% of the time, and the work to make each individual less likely to reoffend was done well enough 73% 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 mixed set of findings. Although work to reduce Likelihood of Reoffending was often done well, more consistent attention needed to be paid to the assessment and management of vulnerability and of *Risk of Harm to others*. Recent Asset training had helped to bring improvements in assessments; however, there were only limited signs of the new skills being applied to the screening of vulnerability and *Risk of Harm to others*.

It was encouraging that staff in Kirklees YOT were able to reflect on their practice and were committed to improving their work with children and young people.

Andrew Bridges
HM Chief Inspector of Probation

February 2011

	Scores from Wales and the English regions that have been inspected to date			Scores for Kirklees
	Lowest	Highest	Average	
'Safeguarding' work <i>(action to protect the young person)</i>	38%	91%	67%	70%
'Risk of Harm to others' work <i>(action to protect the public)</i>	36%	85%	62%	56%
'Likelihood of Reoffending' work <i>(individual less likely to reoffend)</i>	50%	87%	69%	73%

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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Contents

	Page
Acknowledgements	4
Scoring – and Summary Table	6
Recommendations	7
Next steps	7
Service users' perspective	8
Sharing good practice	9
1. ASSESSMENT AND SENTENCE PLANNING	10
1.1 Risk of Harm to others (RoH)	10
1.2 Likelihood of Reoffending (LoR)	11
1.3 Safeguarding	12
2. DELIVERY AND REVIEW OF INTERVENTIONS	14
2.1 Protecting the public by minimising Risk of Harm to others	14
2.2 Reducing the Likelihood of Reoffending	15
2.3 Safeguarding the child or young person	16
3. OUTCOMES	18
3.1 Achievement of outcomes	18
3.2 Sustaining outcomes	19
Appendix 1: Summary	20
Appendix 2: Contextual information	21
Appendix 3a: Inspection data chart	23
Appendix 3b: Inspection data	24
Appendix 4: Role of HMI Probation and Code of Practice	24
Appendix 5: Glossary	25

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: 70%	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: 56%	Comment: SUBSTANTIAL 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: 73%	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 of the individual's *Risk of Harm to others* is completed at the start of sentence, as appropriate to the specific case, taking into account relevant previous behaviour, offences and victim issues (YOT manager)
- (2) custodial sentence planning is specific about what will be done to minimise any identified *Risk of Harm to others* and increase victim safety (YOT manager)
- (3) risk management plans and vulnerability management plans are completed on time and are of good quality. They clarify the roles and responsibility of staff, and include planned responses to changes in the child or young person's *Risk of Harm to others* and their own vulnerability (YOT manager)
- (4) 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, and the interventions undertaken with each individual are sequenced appropriately to their needs (YOT manager)
- (5) there is evidence in the file of regular quality assurance by management, as appropriate to the specific case, with discussions and actions agreed at the risk management meetings being recorded in the relevant child or young person's file (YOT manager).

Furthermore:

- (6) victim safety is given a higher priority throughout the management of the case including the sharing of knowledge between victim liaison staff and case managers regarding the victim's circumstances and other safety issues. (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

Seventy-nine children and young people completed a questionnaire for the inspection.

- ◇ All but four of the children and young people on community orders said that staff explained what would happen when they came to the YOT.
- ◇ All but five of the children and young people who completed our questionnaire felt that the YOT staff had been interested in helping them, and all but one said that staff had listened to what they had to say.
- ◇ All but one of those who responded remembered discussing their sentence plan and the vast majority remembered being given a copy of their supervision or sentence plan.
- ◇ A majority of respondents reported that as a result of action taken by the YOT, some things had got better for them at school or in getting a job.
- ◇ The vast majority of respondents felt positive about the service given to them and felt they were less likely to re-offend as a result of their involvement with the YOT.
- ◇ One young person said: *"I am so happy with the support I have received from the YOT. They have helped me with rehabilitation, college and housing. I think YOT is a good service and if I came out of prison and didn't have to go to YOT I would most probably reoffend"*.

Victims

Twenty-one questionnaires were completed by victims of offending by children and young people.

- ◇ All but one victim felt that the YOT had explained the services it could offer.
- ◇ All but one of the victims who responded thought the YOT had taken their needs into account.
- ◇ All victims stated that they had the chance to talk about any worries they had about the offence or about the child or young person who had committed the offence.
- ◇ Almost half of the victims benefited directly from work done by the child or young person who had committed the offence.
- ◇ All but one respondent felt that the YOT had paid attention to their safety.
- ◇ Overall, 14 of the 21 victims were completely satisfied with the service given by the YOT; the others were mostly satisfied.
- ◇ One victim said: *"Meeting the young person face to face was very useful and quite emotional. The team who organised this were very supportive"*.

Sharing good practice

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

Assessment and Sentence Planning

General Criterion:
1.2a

The case manager used a puppet to encourage Rob, a young person with learning difficulties, to talk about his offending. Rob responded well to this approach. He would hold the puppet, talk behind the puppet and move the puppet to express what he wanted to say. The puppet enabled the case manager to involve Rob in his assessment and sentence planning.

Delivery and Review of Interventions

General Criterion:
2.2a

A case manager worked with Aaron in relation to his perception of himself, his ethnicity, and how this related to his offending. Much of this work followed on from a previous Citizenship programme that Aaron had undertaken prior to a short period of custody. The case manager carried out regular home visits, and worked with Aaron's parents to ensure that progress made by Aaron at the YOT continued at home.

Delivery and Review of Interventions

General Criterion:
2.3b

YOT case managers were able to refer children and young people at risk of being sexually exploited to an area-wide Sexual Exploitation Panel, a joint enterprise between the YOT, children's services and police. This multi-agency response provided support and resources to protect any child or young person thought to be at risk.

Outcomes

General Criterion:
3.2a

Katie was identified as potentially vulnerable due to her difficult home circumstances and low self-esteem. As part of her referral order she took part in the YOT's summer artwork project. This enabled Katie to develop her creative skills and to boost her self-confidence. She engaged well, and achieved silver and gold awards for her artwork.

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:

59%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) A RoH screening was undertaken in all but seven cases in the sample.
- (2) The RoH classification recorded by the YOT was considered correct in 80% of cases.
- (3) We assessed that there should have been a full RoSH analysis in 33 cases. In 85% (28) of these cases a full analysis was completed.
- (4) In the majority of cases the RoSH assessment drew adequately on all appropriate information from other agencies.
- (5) In the majority of cases, details of the RoSH assessment and management were communicated appropriately to relevant staff and agencies.

Areas for improvement:

- (1) The RoH screening was assessed not to have been accurate in 46% of cases and timely in only 62% of cases.
- (2) The RoSH analysis was not of a sufficient quality in 48% of cases. The main reasons for this were: the analysis was not completed on time; the risk to victims was not fully considered; previous relevant information was not considered.
- (3) In 26 cases we judged that an RMP should have been completed. However it was only done in half of these cases. In the 13 cases where an RMP was completed, only 35% were done on time and only 36% was of a sufficient quality.
- (4) In cases that did not require a RMP the need to address potential RoH issues had not been recognised in 10 of 29 relevant cases, and was only acted upon in 12 cases.

- (5) Effective management oversight of *RoH* assessments was evident in only 45% of cases. In some instances this was due to a lack of management recording in the case file, the timeliness of countersigning or failure to recognise that an RMP was needed. In other cases *RoH* assessments had been signed off, but we considered them to be of insufficient quality.

1.2 Likelihood of Reoffending:	
<p><i>General Criterion:</i></p> <p><i>The assessment of the LoR is comprehensive, accurate and timely and uses Asset and other relevant assessment tools. Plans are in place to reduce LoR.</i></p>	
<p><i>Score:</i></p> <p><i>71%</i></p>	<p><i>Comment:</i></p> <p><i>MODERATE improvement required</i></p>

Strengths:

- (1) In all but two cases an initial assessment of LoR had been conducted; they were completed on time in 69% of cases; and was of a sufficient quality in 74% of cases. Good use was made of the information available from other agencies, including children’s social care services, police, educational providers, emotional and mental health services, custodial establishments and substance misuse services. Assessments also took account of the child or young person’s safeguarding needs, included positive factors and responded appropriately to identify diversity needs.
- (2) There was evidence of active engagement with the child or young person in 81% of cases, and with parents/carers in 76% of cases.
- (3) The case manager had assessed the learning style of the child or young person in 73% of all cases.
- (4) The initial assessment was reviewed appropriately in 72% of cases.
- (5) In all 16 custody cases there was a custodial sentence plan. All plans were completed on time and all but four sufficiently addressed factors related to offending. Case managers were actively and meaningfully involved throughout the custodial planning process in all but two cases. Plans were reviewed at appropriate intervals in all but three cases in custody.
- (6) In 51 out of 58 relevant cases in the community there was an intervention plan or referral order contract. Plans were timely in 69% of cases; and addressed factors linked to offending sufficiently in 67% of cases. The majority of plans or contracts took into account Safeguarding needs and included positive factors. In three-quarters of cases plans took account of the child or young person’s identified diversity and learning needs.

- (7) The majority of plans or contracts set relevant goals, reflected the purpose of sentencing and national standards, and focused on achievable change.
- (8) In 72% of cases the child or young person was involved meaningfully in the planning process and the figure was 62% for parents/carers. In a large majority of cases all relevant external agencies were also actively involved.

Areas for improvement:

- (1) The initial assessment of LoR was informed by a *What do YOU think?* self-assessment in 24 of the 61 cases.
- (2) Fewer than half of the intervention plans or contracts in the community and only one-quarter of custodial plans were prioritised according to any *RoH* issues. RMPs were not integrated in sentence plans in custody or in the community.
- (3) Sentence plans in custody were prioritised according to *RoH* or sequenced according to offending-related needs in only 25% of cases. Custodial plans took account of victim issues in only four out of 13 relevant cases.

1.3 Safeguarding:	
<p>General Criterion:</p> <p><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></p>	
<p>Score:</p> <p>69%</p>	<p>Comment:</p> <p>MODERATE improvement required</p>

Strengths:

- (1) Vulnerability screening was completed in all but three (95%) of the cases inspected.
- (2) VMPs contributed to and informed interventions in 75% of cases. Where applicable they contributed to and informed other plans in 78% of cases.
- (3) Secure establishments were made aware of Safeguarding issues in all but one of the relevant custody cases.
- (4) Copies of other plans, for example care, pathway or protection, were on the file in 94% of applicable cases.

Areas for improvement:

- (1) The Asset vulnerability screening was not completed on time in 35% of cases and to a sufficient quality in 39% of cases. Safeguarding needs were not reviewed when required in 37% of cases.
- (2) We assessed that only 34% of VMPs were timely or of sufficient quality. In some cases the quality was affected by a lack of clarity about the roles and responsibilities of staff and agencies involved with the child or young person. In 17 cases we assessed that there should have been a VMP but there was not one completed.
- (3) There was effective management oversight of the vulnerability assessment in only 43% of cases.

OVERALL SCORE for quality of Assessment and Sentence Planning work: 69%

COMMENTARY on Assessment and Sentence Planning as a whole:

The YOT had delivered Asset training to all case managers earlier this year. During the inspection we found evidence that this had resulted in significant improvements in assessments. Those assessments produced after the training contained more of an analysis than a description and provided clear evidence of the scoring given in each section. However, there were only limited signs of the new skills being applied to the screening of vulnerability and *RoH*, which continued to be descriptive with little or no evidence to support the assessment.

The YOT made good use of its health and education workers in both assessments and intervention planning. This was particularly evident with young people with learning difficulties or special educational needs.

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:

56%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) Case managers and other relevant YOT staff contributed effectively to multi-agency meetings in a substantial majority of cases – 87% when the child or young person was in custody and 78% when they were living in the community.
- (2) Purposeful home visits were conducted throughout the course of the sentence in accordance with the level of *RoH* posed in 77% of cases, and in relation to Safeguarding issues in 71% of cases.
- (3) Appropriate resources were allocated according to *RoH* in 80% of the cases.
- (4) Specific interventions to manage *RoH* in custody were delivered in the majority of cases, and reviewed following significant change in all but one.

Areas for improvement:

- (1) *RoH* was reviewed in accordance with the national standard in just over half (56%) of the cases. Although a significant change to the child or young person's circumstances, requiring a review, occurred in 13 cases, it was carried out in only nine. Where there were changes in *RoH* factors, they were anticipated wherever feasible in 58% of cases; identified swiftly in 42% of cases; and acted on appropriately in 38% of cases.
- (2) High priority was given to victim safety in just over one-third of relevant cases. Full assessments of the safety of victims had not been carried out in 34% of the cases requiring them.
- (3) Specific interventions to manage *RoH* in the community were delivered as planned in just over half of the cases, and reviewed in 21% of cases where there was a significant change.
- (4) There was evidence of the effective management oversight of *RoH* in only half of custody and 43% of community cases.

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:

77%

Comment:

MINIMUM improvement required

Strengths:

- (1) The YOT had a wide range of interventions at its disposal, covering most issues potentially related to offending. We assessed the vast majority of interventions as being of a good quality and designed to address LoR.
- (2) In the majority (64%) of cases interventions delivered in the community were implemented in-line with the intervention plan, and incorporated all diversity issues in 78% cases.
- (3) Interventions delivered in the community were appropriate to the offender's learning style in three-quarters of all cases.
- (4) YOT staff had been involved appropriately in the review of interventions delivered in custody in all but one DTO case.
- (5) Based upon the YOT assessment of LoR and *RoH* we found that the initial scaled approach intervention level was correct in all but two relevant cases.
- (6) Appropriate resources were allocated according to the assessed LoR throughout the sentence in 89% of cases.
- (7) Case managers actively motivated and supported children and young people throughout their sentence in all but one case during their time in custody, and in 84% of cases in the community. They reinforced positive behaviour in custody and in the community in almost all cases.
- (8) There was evidence of active engagement with parents/carers in all but one appropriate case in custody and in 82% of cases in the community.

Area for improvement:

- (1) Interventions delivered in the community were sequenced appropriately in 35% of cases; and reviewed appropriately in 55% of 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:

77%

Comment:

MINIMUM improvement required

Strengths:

- (1) All necessary immediate action was taken to safeguard and protect the child or young person in all relevant cases in custody, and in 81% of appropriate cases in the community. Similar figures were achieved in relation to Safeguarding and protecting other affected children and young people in custody (83%), and in the community (75%).
- (2) In most cases, where necessary, Safeguarding referrals to other agencies had been made.
- (3) There was good evidence that the YOT workers and other relevant agencies (especially ETE/Connexions, substance misuse services, mental and physical health and accommodation services) worked together to promote the Safeguarding and well-being of children and young people.
- (4) Specific interventions were identified (66%) and delivered (65%) to promote Safeguarding in the community. Interventions incorporated factors identified in the VMP in 82% of the community cases.
- (5) Staff supported and promoted the well-being of children and young people throughout the course of the sentence in most cases.

Areas for improvement:

- (1) Specific interventions to promote Safeguarding were identified in 82% of relevant cases. However, these were incorporated in the VMP in only a quarter and delivered in just over half of all applicable cases.
- (2) Effective management oversight of Safeguarding and vulnerability needs was lacking in 4 out of 12 relevant cases in custody, and in 18 out of 40 cases in the community.

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

COMMENTARY on Delivery and Review of Interventions as a whole:

The YOT is a leading partner in the area's DYO Scheme. The DYO scheme sat within the Integrated Offender Management team, which is a partnership between the police, YOT and probation. Young people known to the YOT, and assessed as being in need of deterring from their offending behaviour, were referred to the scheme. The scheme employed extra resources - monitoring, extra scrutiny, increased levels of contact with the YOT or police and information exchange to address the young person's offending.

The YOT employed a wide range of good quality interventions to meet the offending needs of children and young people. Inspectors were particularly impressed by the Citizenship programme and the Summer Arts programme. During the inspection, the lead inspector met with two young people who had worked as peer group mentors during the most recent art programme. Although the mentor scheme was still at an early stage it was clear that it had already had a positive impact on both the participants and the mentors themselves.

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) There had been a reduction in the frequency of offending or the seriousness of offending in 60% of cases.
- (2) All reasonable action had been taken to keep children and young people safe in 78% of relevant cases.

Areas for improvement:

- (1) Children and young people complied with the requirements of the sentence in fewer than half the cases.
- (2) In those cases where children and young people had not complied, enforcement action had been taken sufficiently well by the YOT in 55% of cases.
- (3) A reduction in risk factors linked to Safeguarding was seen in only 42% of relevant cases.

3.2 Sustaining outcomes:

General Criterion:

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

Score:

78%

Comment:

MINIMUM improvement required

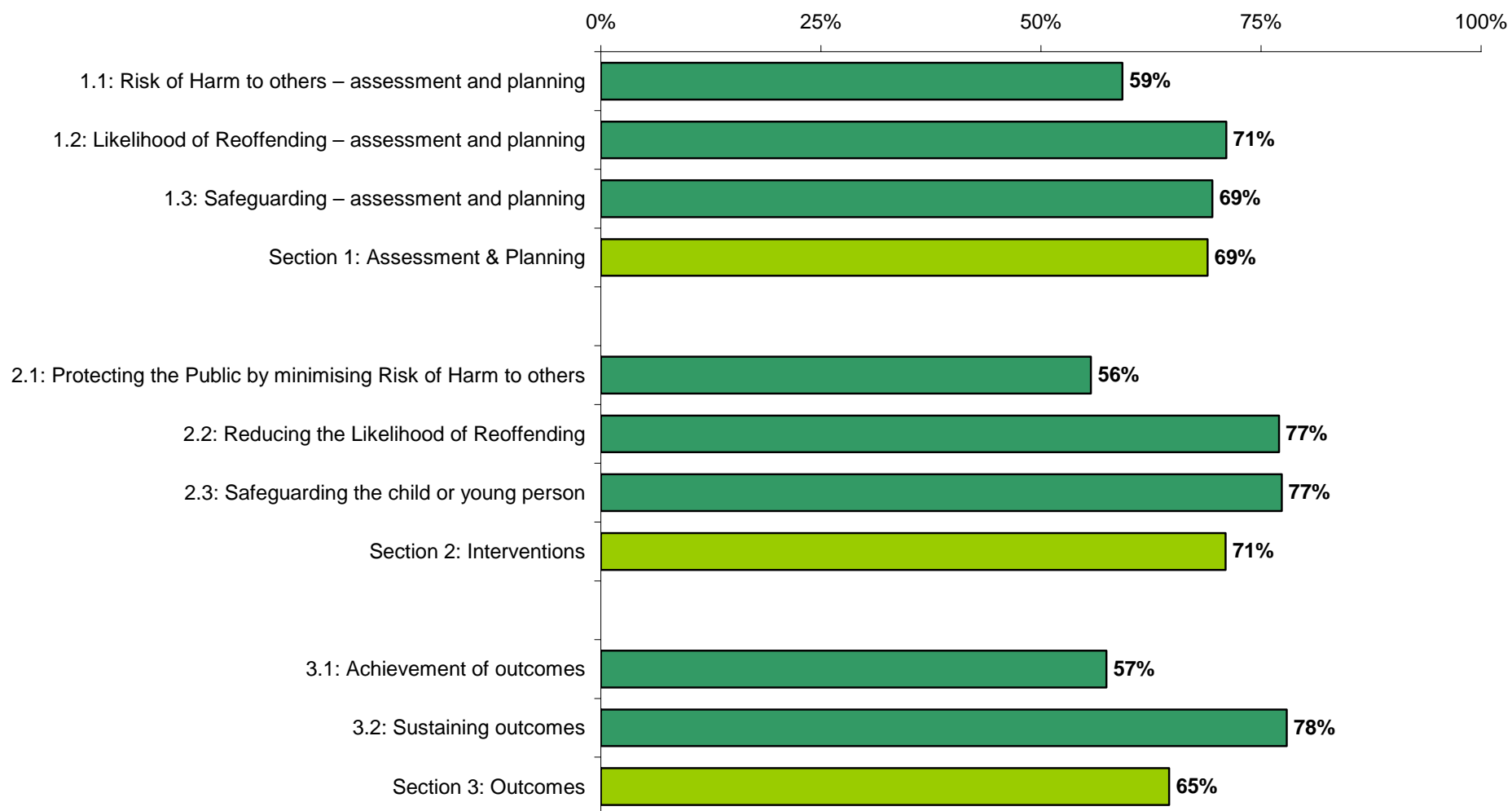
Strengths:

- (1) Full attention had been given to community integration issues in 74% of cases in the community and 14 out of 16 custody cases.
- (2) Action had been taken or plans were in place to ensure that positive outcomes were sustainable in 77% of cases in the community, and in 14 out of 16 relevant cases in custody.

OVERALL SCORE for quality of Outcomes work: 65%

Appendix 1: Summary

Kirklees CCI General Criterion Scores



Appendix 2: Contextual information

Area

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

The area had a population of 388,567 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 Kirklees was predominantly white British 85.6%. The population with a black and minority ethnic heritage 14.4 was above the average for England & Wales of 8.7%.

Reported offences for which children and young people aged 10 to 17 years old received a pre-court disposal or a court disposal in 2008/2009, at 47 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 Kirklees PCT covered the area.

The YOT was located within the Kirklees' Directorate for Children and Young People. It was managed by the Youth Offending Services manager. The YOT Management Board was chaired by the Divisional Commander (Kirklees) West Yorkshire Police

The YOT Headquarters was in the town of Huddersfield. The operational work of the YOT was based in Huddersfield and Dewsbury. ISSP was provided from within the service.

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 Kirklees YOT 21 out of a maximum of 28 (for English YOTs); this score was judged by the YJB to be performing well.

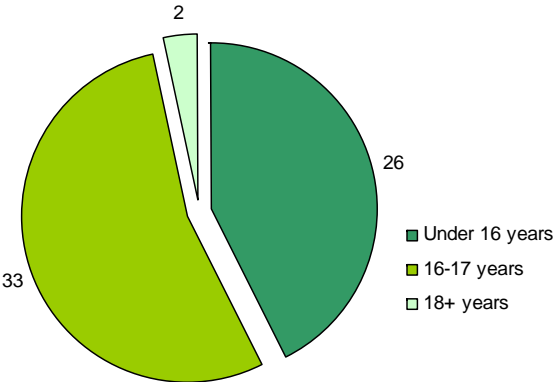
Kirklees YOT's reoffending performance was judged by the YJB to be improving significantly and was significantly better than similar *family group* YOTs.

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

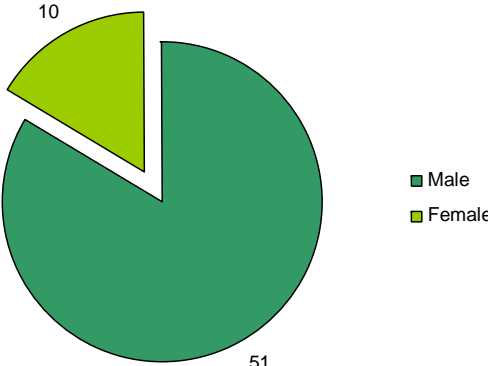
<http://www.yjb.gov.uk/en-gb/practitioners/Monitoringperformance/Youthjusticeplanning/>

Appendix 3a: Inspection data chart

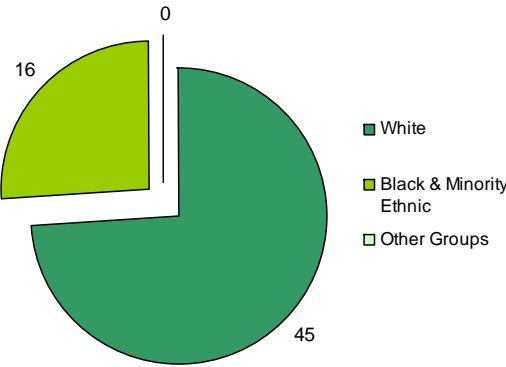
Case Sample: Age at start of Sentence



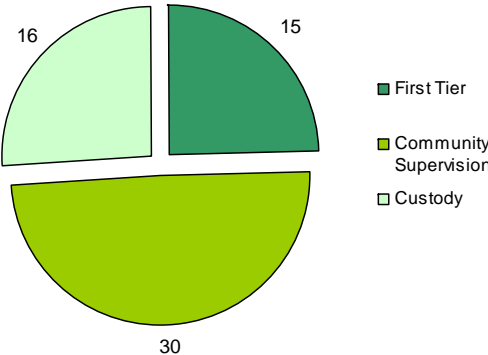
Case Sample: Gender



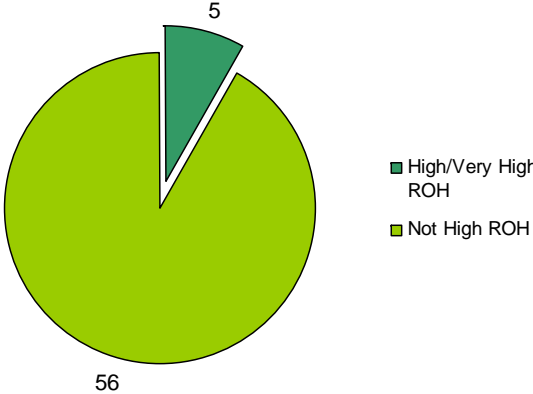
Case Sample: Ethnicity



Case Sample: Sentence Type



Case Sample: Risk of Harm



Appendix 3b: Inspection data

Fieldwork for this inspection was undertaken in October 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/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+
CRB	Criminal Records Bureau
DTO	Detention and Training Order: a custodial sentence for the young
DYO	Deter Young Offender scheme run jointly between the Kirklees YOT and West Yorkshire Police IOM team.
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
Family group	Used by the YJB for comparative performance reporting, this is a group of YOTs identified as having similar characteristics
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>
IOM	Integrated Offender Management. A multi-agency team lead by the police to manage prolific offenders.
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</i> Interventions
'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