



Inspection of  
Youth  
Offending

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Arolygiad ar y Cyd Cyfiawnder Troseddol

# Core Case Inspection of youth offending work in England and Wales

Report on youth offending  
work in:

**Knowsley**

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## Foreword

This Core Case Inspection of youth offending work in Knowsley 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 79% 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 85% of the time, and the work to make each individual less likely to reoffend was done well enough 82% 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 previously inspected Knowsley YOS in 2007. On that occasion we identified a number of aspects requiring attention, including the need for the YOS to develop awareness of Safeguarding and for management and leadership to be improved. It is therefore extremely pleasing to see the very significant steps that have been taken since then. This report provides an extremely positive picture of a YOS that does the basics very well – assessments done on time and to a good quality, *Risk of Harm* and Safeguarding rigorously considered and plans put in place to address consequential concerns. Recording of work undertaken with children and young people was well evidenced and confirmed the picture that this was a YOS that had taken stock of what it needed to do and had moved substantially towards delivering a consistently good service to children and young people in Knowsley. While there was still scope for outcomes to be better, the sound practice evidenced within both assessment and planning and delivery of interventions should provide a good platform to reap improvements there as well.

These are very creditable inspection findings.

*Andrew Bridges*  
*HM Chief Inspector of Probation*

*September 2009*

## **Acknowledgements**

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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.

<b>Safeguarding score:</b>	
This score indicates the percentage of <i>Safeguarding</i> work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
<b>Score:</b> <b>79%</b>	<b>Comment:</b> <b>MINIMUM improvement required</b>

<b>Public Protection – Risk of Harm score:</b>	
This score indicates the percentage of <i>Risk of Harm</i> work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
<b>Score:</b> <b>85%</b>	<b>Comment:</b> <b>MINIMUM improvement required</b>

<b>Public Protection – Likelihood of Reoffending score:</b>	
This score indicates the percentage of <i>Likelihood of Reoffending</i> work that we judged to have met a sufficiently high level of quality.	
<b>Score:</b> <b>82%</b>	<b>Comment:</b> <b>MINIMUM improvement required</b>

We advise readers of reports not to attempt close comparisons of scores between 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) Plans addressing vulnerability are produced that specify the action required to Safeguard the child or young person's well-being (YOS manager)
- (2) Children's social care services are actively involved in assessing, planning and contributing to areas of concern relating to vulnerable children and young people (Chair of Management Board and YOS Manager)
- (3) Compliance by the child or young person with the court's sentence is properly recorded and enforcement action taken in accordance with the national standard (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

Twenty-six children and young people completed a questionnaire for the inspection.

- ◇ Every child or young person who responded said they knew why they had to attend the YOS and what would happen when they were there. Most respondents said the YOS dealt with issues they had raised about their needs. A sizable majority completed a *What do YOU think?* form that asked questions of the child or young person.
- ◇ Respondents said the YOS had helped to improve the following areas of their lives: understanding offending; education and training; drug and alcohol use; and making better decisions.
- ◇ Over three-quarters of those who responded thought they were less likely to offend because of their work with the YOS. Most were satisfied with the service provided by the YOS. Six provided additional comments; most commented positively on the relationships they had developed with individual case managers.

### Victims

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

- ◇ All seven victims said the YOS had explained what service they could offer; they were given the chance to talk about any worries they had, either concerning the child or young person who had committed the offence or regarding the offence itself. Most said their needs had been taken into account by the YOS, and all were completely satisfied with the service they had received.
- ◇ One victim had directly benefited from work undertaken by the child or young person, while all three victims who had concerns about their personal safety thought the YOS had paid sufficient attention to it.
- ◇ A representative of a housing provider said they had found restorative justice a very positive experience that had enabled them to allow a resident involved in a serious offence to remain in her home but still face the consequences of her actions. They described it as an *"excellent example of community partnership working"*!



## Sharing good practice

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

### Delivery and Review of Interventions

#### General Criterion: 2.1

Darren was heavily involved in gun crime and was managed under MAPPA category 3 Level 2 arrangements. Sentenced to an eight months DTO for perverting the course of justice, MAPPA put in place rigorous licence conditions. It was agreed he would live in a neighbouring borough on release, but, because of the inherent issues in his case, it would not be held on a caretaker basis, but transferred permanently. On release, despite the fact they were no longer responsible for his post custody supervision; Knowsley YOS continued to take an active interest in Darren. This proved a wise decision as he almost immediately committed an extremely serious new offence. Knowsley YOS took responsibility for ensuring Darren's family were notified of his situation and that police and others were informed so necessary *RoH* measures were prioritised and a robust RMP produced.

### Outcomes

#### General Criterion : 3.1, 3.2

Fifteen year old Eve was serving an 18 month DTO for possession of a firearm – her first offence. As a consequence, proceedings were issued under ASB legislation to evict Eve's mother from her tenancy. Eve had a younger sibling who would also have been affected. The YOS convened a restorative justice conference, and Eve was allowed to attend from the secure children's home where she was serving her sentence. The conference was advised of the offending behaviour and victim work Eve had undertaken in custody and her full engagement with education. The YOS case manager explained how future *RoH to others* would be managed by the YOS upon her release. As a consequence, the registered social landlord recommended a three year postponed repossession order; this was duly agreed at the subsequent court hearing. Eve was released to the family home and complied with all her licence conditions.

## 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:**

**83%**

**Comment:**

**MINIMUM improvement required**

#### **Strengths:**

- (1) An Asset RoSH screening was completed in 92% of cases; it was undertaken in a timely way in 82% and to a sufficient quality in 84%. Where indicated, as required, a full RoSH analysis was completed in 94% of cases, and in 93% of them the classification was correctly assessed. The full RoSH analysis was completed on time and to a sufficient quality 82% of the time.
- (2) The RoSH assessment drew adequately on all appropriate information, including MAPPAs and other assessments, in 94% of the cases.
- (3) A RMP, where it was required, was completed in 80% of the cases. When undertaken in two-thirds of cases it was done on time and to a sufficient quality in three-fifths. The RMP was countersigned in all but one of the cases. In two out of three cases where there was no requirement for a RMP, the need for planning for *RoH* issues was recognised and acted upon.
- (4) The YOS had a good understanding of MAPPAs and its supporting arrangements. All the MAPPAs cases were correctly identified, categorised and worked at the correct level. Referral to MAPPAs was always timely.
- (5) All details of RoSH assessment and management were appropriately communicated to relevant staff and agencies in 73% of relevant cases; effective management oversight of *RoH* assessments was provided in 73% of cases also.

#### **Area for improvement:**

- (1) In two cases, the RoSH was not forwarded to the custodial establishment within 24 hours of sentence or remand.

## 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:**

**83%**

### **Comment:**

**MINIMUM improvement required**

### **Strengths:**

- (1) An initial assessment of LoR was carried out in 92% of the cases assessed. At that initial assessment, there had been active engagement with the child or young person in 91% and with the parents/ carers in 81%. LoR was completed to a sufficient standard in 89% of the cases and in 86% was reviewed at appropriate intervals.
- (2) The initial assessment demonstrated the YOS was contacting, or making use of assessments from, other agencies in its initial assessment; most cases demonstrated appropriate contacts having been made, for example children's social care services (83%); ETE (88%); physical health (100%); emotional/ mental health (77%); substance misuse (89%); ASB team (64%); the secure establishment (100%); and police (87%).
- (3) The initial assessment was forwarded to the custodial establishment in all the relevant cases within 24 hours.
- (4) There was an intervention plan or referral order contract in every one of the cases inspected, and in 91% it was assessed as sufficiently addressing the factors that were relevant to the child or young person's offending. Some issues such as substance misuse and perception of self and others were appropriately addressed in 100% of the relevant cases. The intervention plan was reviewed at appropriate intervals in 79% of cases.
- (5) The intervention plan integrated RMPs in 81% of applicable cases; took into account Safeguarding needs (88%); included positive factors (89%); and incorporated the child or young person's learning needs or style (70%). It gave clear shape to the order in 89% of cases; focused on achievable change (86%); reflected sentencing purposes (89%) and the national standard (100%); and set relevant goals (81%) and relevant timescales (72%).
- (6) The intervention plan or referral order contract was prioritised according to RoH in 84% of cases; was inclusive of appropriate Safeguarding work (85%); sequenced according to offending related need (77%); sensitive to diversity issues (82%); and took account of victim's issues (92%).
- (7) The child or young person was actively and meaningfully engaged in the planning process in 81% of the cases and parents/ carers in 78% of cases. Relevant external agencies were also actively and meaningfully engaged with

at the planning process stage and included physical health services (100%); police (100%); education/ training (90%); the secure establishment (86%); and substance misuse services (85%).

**Areas for improvement:**

- (1) The YOS was actively using an assessment to identify the preferred learning styles of the children and young people. However, this had not been in operation for the whole period covered by the inspection. We found that 49% of the case files inspected could not evidence learning styles having been assessed, and in 40% the *What do YOU think?* form had not informed the initial assessment.
- (2) When required, we found that active and meaningful engagement at the planning stage did not take place with children’s social care services in four out of the 11 applicable cases or with the ASB team in five cases where it was required.

<b>1.3 Safeguarding:</b>	
<b>General Criterion:</b>	
<i>The assessment of Safeguarding needs is comprehensive, accurate and timely and uses Asset and other relevant assessment tools. Plans are in place to manage Safeguarding and reduce vulnerability.</i>	
<b>Score:</b> <b>73%</b>	<b>Comment:</b> <b>MODERATE improvement required</b>

**Strengths:**

- (1) An Asset vulnerability screening was completed in 92% of the cases; was on time in 79% and written to a sufficient standard in 78% of cases. The assessment of Safeguarding needs was reviewed as appropriate in 84% of cases.
- (2) In six out of seven custodial cases where vulnerability was an issue, the secure establishment was informed prior to, or immediately on, sentence. We found the same scoring in relation to active liaison and information sharing with the custodial establishment around Safeguarding issues.

**Areas for improvement:**

- (1) Where required, a VMP was completed in 60% of cases; was on time in 50% and was of a sufficient standard in only 40% of cases. Effective management

oversight of vulnerability assessments was not evidenced in a third of the cases.

- (2) The VMP contributed to, and informed, interventions in 44% of the cases and, where applicable, other plans 50% of the time.
- (3) In 45% of cases where we would have expected to find copies of other plans (e.g. care or child protection plans), they were not on the file.

### **OVERALL SCORE for quality of Assessment and Sentence Planning work: 82%**

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

Assessment and sentence planning were done to a good standard. The ongoing practice development and provision of training to both managers and staff in relation to the YOS's risk policy (that since May 2009 covered *RoH to others*, vulnerability and LoR) meant that case managers were routinely and confidently making appropriate judgements and identifying suitable interventions.

Occasionally we considered that risk management meetings would have benefited from a wider attendance, or greater consistency in membership; in at least three cases the presence of children's social care services would have been helpful. The YOS needed to ensure due consideration was given to both *RoH* and vulnerability issues in those instances when a RMP and VMP were emerging from the same risk management meeting. We saw some cases where the planning to address vulnerability issues was not given the same attention as *RoH to others*.

MAPPA arrangements were consistently applied, and, in an area where violent gun and knife crime was not infrequent, the high *RoH* cases we saw were managed astutely.

## 2. DELIVERY AND REVIEW OF INTERVENTIONS

### 2.1 Protecting the public by minimising RoH 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:**

**86%**

**Comment:**

**MINIMUM improvement required**

**Strengths:**

- (1) *The RoH to others* was reviewed thoroughly no later than three months from the start of the sentence in 79% of cases; in 77% of relevant cases it was then reviewed every three months thereafter. Where there was a significant change, the *RoH to others* was reviewed thoroughly 75% of the time. In each of the five relevant custodial cases, the *RoH to others* was reviewed thoroughly at appropriate points in the custodial phase.
- (2) Changes in *RoH* were anticipated wherever feasible in 79% of relevant cases, were identified swiftly in 83% and acted on appropriately in over three-quarters of cases. Purposeful home visits were carried out throughout the sentence in accordance with the level of *RoH* posed in 92% of cases.
- (3) MAPPA was used effectively in, and case managers and other relevant staff contributed effectively to, all the applicable custodial and community cases. In addition, case managers and others made good contributions to other multi-agency meetings in all relevant custody cases and 88% of community cases.
- (4) A full assessment of the safety of victims was carried out in 79% of the cases where it was an issue, while high priority was accorded to victim safety in 78% of cases.
- (5) Appropriate resources were allocated according to the assessed *RoH* throughout the sentence in 89% of cases. Specific interventions to manage *RoH to others* in the community were identified in 96% of cases; incorporated in the RMP in 92%; delivered as planned in 88%; and reviewed in 76% of cases. For relevant custody cases, 100% was achieved in relation to each of the above four criterion.

## 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:**

**85%**

**Comment:**

**MINIMUM improvement required**

**Strengths:**

- (1) Delivered interventions in the community were in line with the intervention plan in 90% of cases; appropriate to the learning style (81%); of good quality (77%); designed to reduce LoR (97%); sequenced appropriately (73%); reviewed appropriately (77%); and incorporated all diversity issues (85%). In one applicable case, interventions delivered were in line with the children or young person's PPO status.
- (2) The YOS was always appropriately involved in the review of interventions in custody.
- (3) In 92% of cases, appropriate resources were allocated throughout the sentence according to the assessed LoR.
- (4) The case manager actively motivated and supported the child or young person in all the custody cases and in 85% of the community cases. Furthermore, the case manager reinforced positive behaviour in all the custody cases and in 84% of the community sample.
- (5) Parents/ carers were actively engaged throughout the sentence in all the custody cases and 79% of those in the community.

## 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:**

**85%**

**Comment:**

**MINIMUM improvement required**

### **Strengths:**

- (1) All necessary immediate action was taken to Safeguard and protect the child or young person in the three relevant custody cases and in 93% of those in the community. We assessed that all necessary immediate action had been taken to Safeguard and protect any other affected child or young person in all of the custody and community cases where this was an issue. Purposeful home visits were carried out throughout the sentence in relation to Safeguarding issues in 87% of relevant cases.
- (2) Necessary referrals were made to other relevant agencies to ensure Safeguarding in the two relevant custody cases and in 86% of those in the community. In a substantial majority of cases other YOS workers and all relevant agencies worked together to promote Safeguarding and the well-being of the child or young person in the community and in custody.
- (3) In the few relevant custody cases, specific interventions to promote Safeguarding were identified, delivered and reviewed every three months; the identified interventions incorporated those identified in the VMP. In the community, interventions were identified (93%), delivered (79%) and included those incorporated in the VMP (100%).
- (4) There was effective management oversight of Safeguarding and vulnerability needs in 100% of the custody cases and in 63% of those in the community.
- (5) Relevant staff supported and promoted the well being of the child or young person throughout the course of sentence in 81% of the community cases and in all custody cases.

### **Areas for improvement:**

- (1) In four out of ten applicable cases, specific interventions to promote Safeguarding in the community were not reviewed every three months or following a significant change.
- (2) In two cases, YOS workers and all other relevant agencies were assessed as not having worked sufficiently well together to ensure continuity in the provision of main stream emotional/ mental health services in the transition from custody to the community.

### **OVERALL SCORE for quality of Delivery and Review of Interventions work: 85%**

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

The scores for this section reflect the consistent application given to delivering the right work at the right time. In particular, we saw very good work being carried out on custody cases, with active engagement taking place with the child or young people and their parents/ carers.

We also saw some excellent work being undertaken by case managers and ETE staff with schools and colleges in the borough, with the aim of getting children and young people back into education or training. The YOS was delivering a



range of offending programmes, including ones relating to gun and knife crimes. Recording of work undertaken with the child or young person was generally impressive and captured not just the work delivered but the engagement of the child or young person as well. Reparation opportunities were fairly uninspiring and limited in their scope. We saw a number of examples where reparation elements were not prioritised appropriately and, particularly in the case of short orders, not always concluded within the sentence period. The development of the restorative justice unit should bring about an improvement.

The multi-agency meetings with the police and others worked well and were generally appropriately attended. The YOS will continue to give consideration to their representation at those meetings and ensure case managers are as informed as feasible about criminal and other intelligence relating to the child or young person.

### 3. OUTCOMES

#### 3.1 Achievement of outcomes:

**General Criterion:**

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

**Score:**

**66%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) *RoH to others* was effectively managed in 92% of cases.
- (2) A reduction in factors linked to reoffending was evidenced in 54% of cases. In those cases where there was a reduction, good results were achieved in relation to motivation to change (100%); living arrangements (100%); ETE (85%); attitudes to offending (82%); and thinking and behaviour (82%). There was a reduction in frequency of offending in 57% of cases and for seriousness of offending (60%).
- (3) In 88% of applicable cases, all reasonable action was taken to keep the child or young person safe.

**Areas for improvement:**

- (1) In more than half of the cases where the child or young person had not complied with the requirements of their sentence, enforcement action was not taken sufficiently well.
- (2) There was no reduction in risk factors linked to Safeguarding in eight out of 12 relevant cases.

### 3.2 Sustaining outcomes:

**General Criterion:**

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

**Score:**

**88%**

**Comment:**

**MINIMUM improvement required**

**Strengths:**

- (1) Full attention was given to community integration issues in all of the seven applicable custody cases and in 88% of children and young people in the community.
- (2) Action was taken to ensure positive outcomes were sustainable in five out of the six relevant custody cases (83%) and 86% of the community cases.

**OVERALL SCORE for quality of Outcomes work: 74%**

**COMMENTARY on Outcomes as a whole:**

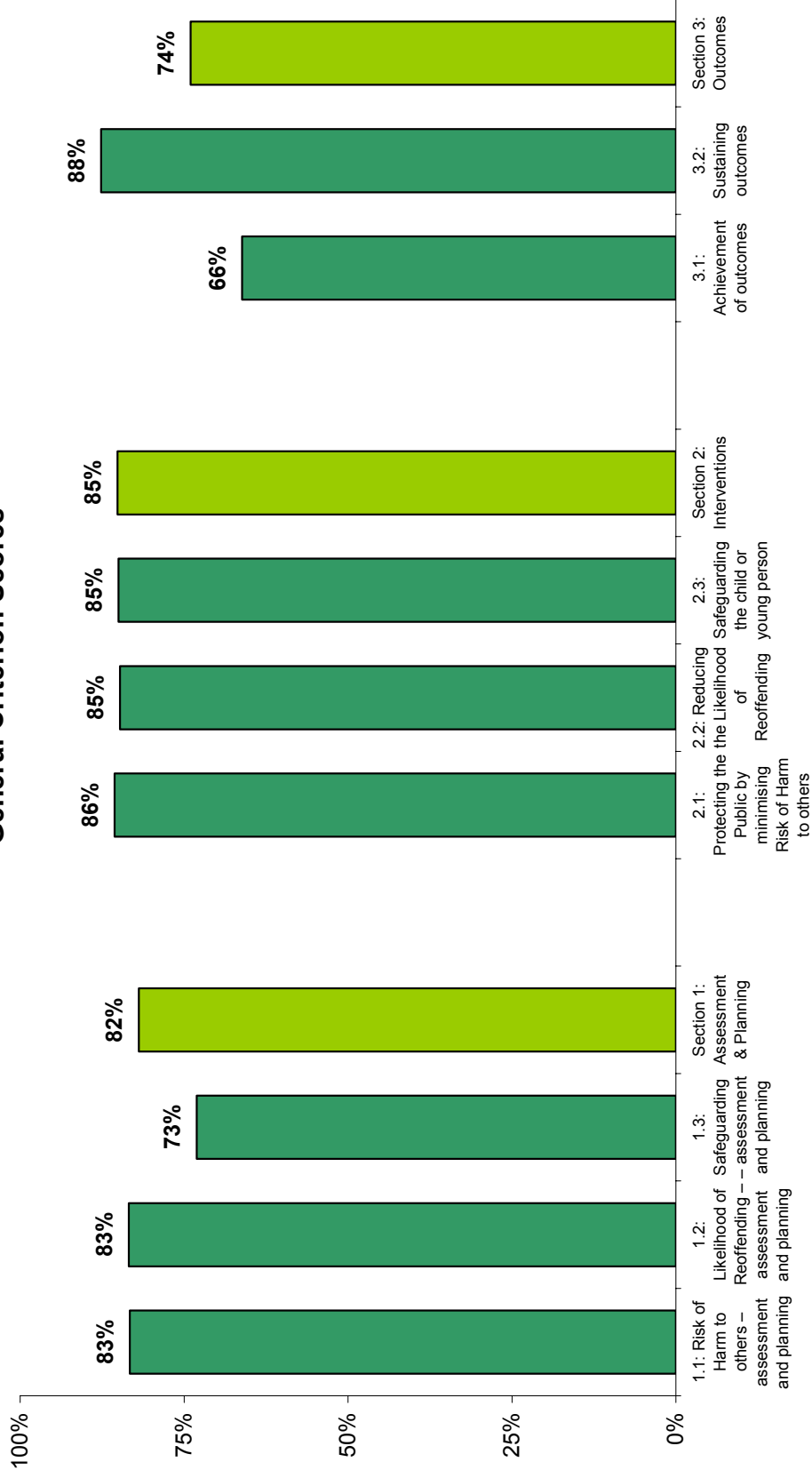
On a number of occasions the YOS failed to take enforcement action with a child or young person when compliance was not being achieved. We found case managers were reflective of their own practice in that area and recognised that they should have taken action sooner or ensured reasons for making absences acceptable had been better recorded.

Although there was a reduction in factors that contributed to children and young people offending in just over half of all cases, there was also evidence of a reduction of frequency and seriousness of offending in the majority of cases. Those figures should be put in the context of a relatively high number of short orders that provided limited opportunity for the YOS to deliver focused offending behaviour work over a sustained period.

Where outcomes were achieved, it was encouraging to note they were sustained in a very high number of instances.

## Appendix 1: Summary

### Knowsley CCI June 2009 General Criterion Scores



## **Appendix 2: Contextual information**

### **Area**

Knowsley YOS was located in the North-West region of England.

The area had a population of 150,459 as measured in the Census 2001, 12.7% of which were aged ten to 17 years old. This was higher than the average for England/ Wales, which was 10.4%.

The population of Knowsley was predominantly white British (98.4%). The population with a black and minority ethnic heritage (1.6%) was substantially below the average for England/ Wales of 8.7%.

Reported offences for children and young people aged ten to 17 years old received a pre-court disposal in 2008/ 2009, at 56 per 1,000, were slightly above the average for England/ Wales of 53.

### **YOS**

The YOS boundaries were within those of the Merseyside police and probation areas. Knowsley PCT covered the area.

The YOS was located within the Targeted Services for Young People section of the Young People's Services Directorate within Children and Family Services. It was managed by the Head of Service.

The YOS Management Board was chaired by the Service Director for Crime and Disorder. Attendance of statutory partners was variable, with poor attendance from probation.

The YOS Headquarters was in Huyton. Operational work of the YOS was undertaken from offices located in Huyton and Kirby. 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.

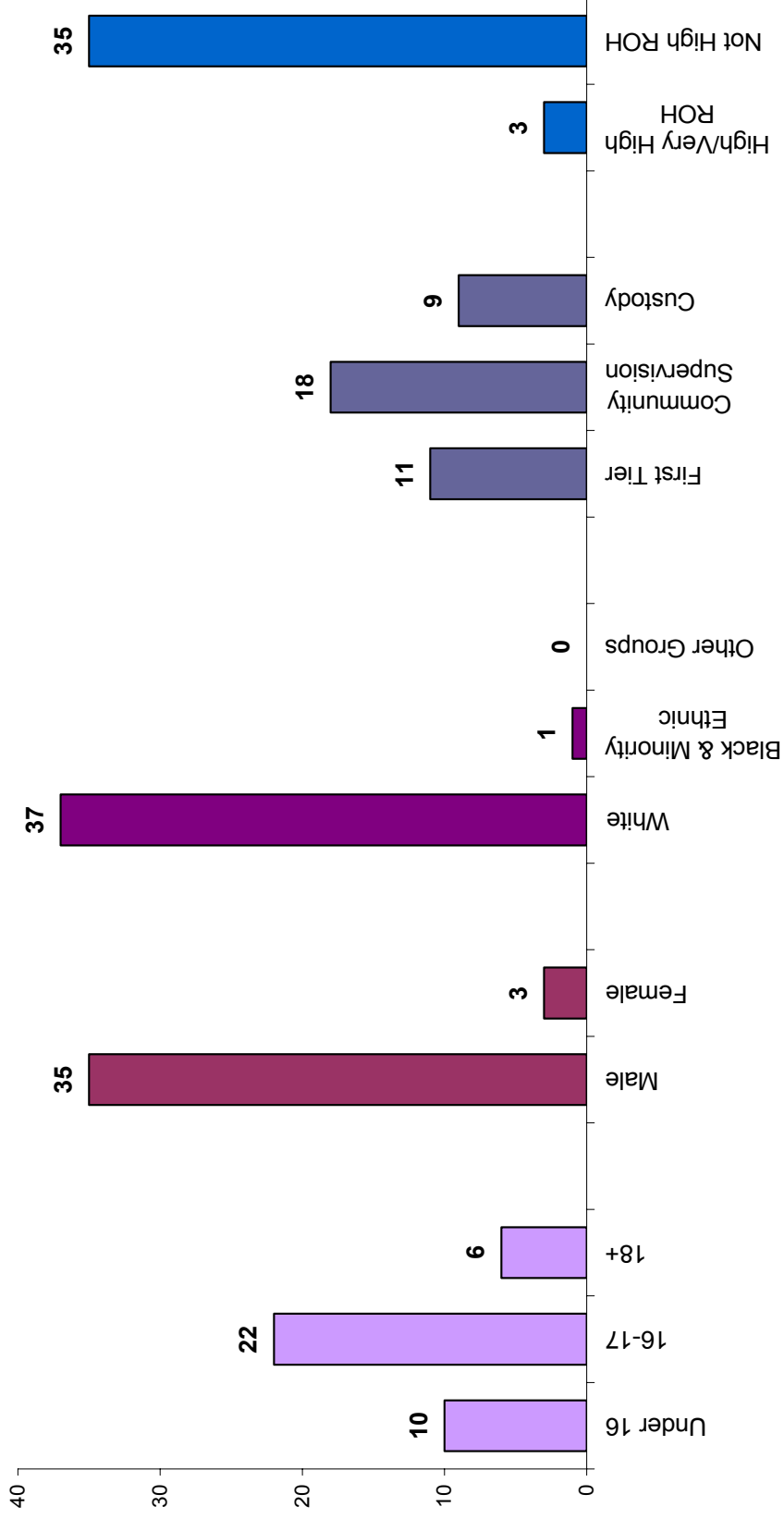
Knowsley's performance on ensuring children and young people known to the YOS were in suitable education, training or employment was 66.5%. This was an improvement on the previous year, but below the England average of 72.4%.

Performance on ensuring suitable accommodation by the end of the sentence was 96.6%. This was worse than the previous year but better than the England average of 95.3%.

The "Reoffending rate after 9 months" was 76%, better than the England average of 85% (See Glossary).

**Appendix 3a: Inspection data chart**

**Case sample information: Knowsley**



## **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+
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 YOT, and it can be either more or less than 100%. "110%" would therefore mean that exactly 110 further offences have been counted as having been committed 'per 100 individuals under supervision' in that period. The quoted national average rate for England in early 2009 was 85%
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)
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