



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:

Rochdale

ISBN: 978-1-84099-246-5

2009

Foreword

This Core Case Inspection of youth offending work in Rochdale took place as part of the Inspection of Youth Offending programme. We have examined a sample of youth offending cases from the area, and we aimed to judge 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 normally provide our 'headline' scores on Safeguarding and Public Protection in the Foreword of these reports, and I am sorry to say that we feel we should not do so for Rochdale, as on this occasion we have insufficient confidence in the quality of the evidence in the case records of the work done. This is because we found that in half of the 40 cases there had been late access to the case records immediately prior to our visit, and in at least six of those cases there is no doubt in our minds that the clear 'antedating' of assessments constituted, in effect, misrepresentation of the work actually done at the time (in the other instances the evidence of misrepresentation was inconclusive). We also have evidence, both reported and written, that at least one manager instructed some staff to prepare files for inspection and we consider that, at the very least, they took insufficient care to ensure that such preparation did not cross the line into 'de facto' misrepresentation. We consider such misrepresentation to be entirely unacceptable and all should ensure that it simply does not happen.

However, we have provided our percentage findings in the body of the report, and in the summary table in Appendix 1, though we consider that we have to describe the scores for Section 1 as 'unvalidated'. Even though we consider these scores of limited value – potentially artificially high - they confirm that most of the youth offending practice we have examined in Rochdale requires, at the very least, substantial improvement.

Overall we consider that this has to be seen as a disappointing report, for two reasons. The first is the clear evidence of 'de facto' misrepresentation in some records of when certain assessment work actually took place; and the second is, even allowing for this, it is obvious that (at least) substantial improvement is required in the overall quality of the youth offending work done in reality with cases in Rochdale.

Andrew Bridges
HM Chief Inspector of Probation

July 2009

Acknowledgements

We would like to thank all the staff from the YOT, members of the Management Board and partner organisations for their assistance in this inspection.

<i>Lead Inspector</i>	<i>Jude Kelman</i>
<i>Practice Assessor</i>	<i>Sarah Ashworth</i>
<i>Support Staff</i>	<i>Catherine Calton</i>
<i>Information Team</i>	<i>Oliver Kenton</i>
<i>Publications Team</i>	<i>Alex Pentecost, Rachel Dwyer</i>
<i>Editor</i>	<i>Alan MacDonald</i>
<i>Regional Assessor</i>	<i>Kay Davidson</i>

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	10
1.2 Likelihood of Reoffending	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	22
Appendix 3b: Inspection data	23
Appendix 4: Role of HMI Probation and Code of Practice	23
Appendix 5: Glossary	24

Scoring – and Summary Table

Our reports aim to provide 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 normally able to provide here 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. However, on this occasion, as explained in the Foreword, our findings are unvalidated.

We also provide a headline 'Comment' by each score, to indicate whether we consider that this aspect of work now requires either **MINIMUM, MODERATE, SUBSTANTIAL** or **DRASTIC** improvement in the immediate future.

Safeguarding score:	
This score indicates the percentage of Safeguarding 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: 62% [unvalidated]	Comment: At least SUBSTANTIAL improvement required

Public Protection – Risk of Harm score:	
This score indicates the percentage of <i>Risk of Harm</i> work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
Score: 49% [unvalidated]	Comment: At least SUBSTANTIAL improvement required

Public Protection - Likelihood of Reoffending score:	
This score indicates the percentage of <i>Likelihood of Reoffending</i> work that we judged to have met a sufficiently high level of quality.	
Score: 58% [unvalidated]	Comment: At least SUBSTANTIAL improvement required

We advise readers of reports not to attempt close comparisons of scores between individual areas. Such comparisons are not necessarily valid as the sizes of samples vary slightly, as does the profile of cases included in each area's sample. We believe the scoring is best seen as a headline summary of what we have found in an individual area, and providing a focus for future improvement work within that area.

Recommendations (primary responsibility is indicated in brackets)

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

- (1) a timely and good quality assessment and plan, using Asset, is completed when the case starts and dated with the date that staff actually did the assessment, not with the date on which they would like to have done it (Chair of Management Board)
- (2) specifically, a timely and good quality assessment of the individual's vulnerability and *Risk of Harm to others* is completed, as appropriate to the specific case (YOT Manager)
- (3) as a consequence of the assessment, the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person's well-being, to make him/ her less likely to reoffend and to minimise any identified *Risk of Harm to others* (YOT Manager)
- (4) the plan of work with the case is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services (YOT Manager)
- (5) there is evidence in the file of regular quality assurance by management, especially of screening decisions, as appropriate to the specific case (YOT Manager).

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.

Given our particular concerns about *Risk of Harm* and Safeguarding work, and the problems regarding accurate recording, we will liaise closely with strategic heads of the Youth Justice Board to determine what additional help and support Rochdale YOT needs in order to improve its practice. We will then decide the question of reinspection.

Service users' perspective

Children and young people

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

- ◇ All except one child or young person felt that the YOT staff had been interested in helping them.
- ◇ Eight of the nine children and young people reported that the YOT took action to deal with the issues they raised.
- ◇ Only four of the nine children and young people completed a *What do you think?* form, or another form that asked questions about them.
- ◇ Whilst five of the nine children and young people were 'completely satisfied' with the service given to them by the YOT, two of the children and young people were 'not at all satisfied'.

Victims

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

- ◇ Most of the victims felt that the YOT explained the services it could offer, and took their needs into account.
- ◇ All except two of the victims stated they had a chance to talk about any worries they had about the offence or about the child or young person who had committed the offence.
- ◇ 70% of the victims did not benefit from any work done by the child or young person who committed the offence.
- ◇ Although most victims felt that the YOT paid attention to their safety, two victims did not feel that this was the case.
- ◇ Overall, 16 of the 20 victims were 'completely satisfied' with the service given by the YOT. Only one victim was 'not at all satisfied'.

Sharing good practice

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

Delivery and Review of Interventions

General Criterion: 2.2

Aaron was due to be released from a DTO, and had been assessed as having a high LoR, but did not have an ISSP as part of his release conditions. The case manager had recognised the need for Aaron to have structure in his days in order to reduce the likelihood of him getting bored, which led to him associating with his pro-criminal peers, and then drinking and offending again. Aaron's case manager arranged for him to have contact with the YOT five times each week, with the additional requirement that he signed in at the police station twice weekly as well. Aaron agreed to this degree of contact prior to his release from custody. This was an example of a good multi-agency approach to managing Aaron, with appropriate resources being allocated to manage his high LoR.

1. ASSESSMENT AND SENTENCE PLANNING

1.1 Risk of Harm to others:

General Criterion:

The assessment of RoH is comprehensive, accurate and timely, takes victims' issues into account and uses Asset and other relevant assessment tools. Plans are in place to manage RoH.

Score:

53%
[unvalidated]

Comment:

At least *SUBSTANTIAL*
improvement required

Strengths:

- (1) An Asset RoSH screening had been completed in the majority of cases.
- (2) 82% of relevant cases had RoSH analyses completed.

Areas for improvement:

- (1) Only 35% of Asset RoSH screenings were of sufficient quality.
- (2) Approximately half of the full RoSH analyses were not completed on time, and only 20% were completed to a sufficient standard. Reasons for insufficiency included the *RoH* classification being wrong; lack of attention to the risk to victims; being based on the current (non-violent) offences rather than previous relevant *RoH*-related offences; not being signed by a line manager; and being pulled through from previous assessments without being updated.
- (3) Just over half of the RoSH assessments drew adequately on all appropriate information including MAPPA, other agencies' and previous assessments and information from victims.
- (4) Risk management plans had not been completed in almost all cases requiring them. Rochdale YOT had not implemented the current risk management policy until December 2008, and most of the children and young people in the inspection sample had completed their orders before this time.
- (5) Confusion existed amongst case managers about MAPPA, with several cases that did not meet MAPPA criteria being identified as Level 1 on YOIS+.
- (6) Management oversight of *RoH* assessments was judged to have been ineffective. In some cases this was because case managers had failed to complete the RoSH screening tool accurately and had wrongly concluded that

no RoSH analysis was required, leading to the cases not being discussed with or checked by managers. In other cases *RoH* assessments had been signed off when we considered them to have been of insufficient quality.

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: 59% [unvalidated]	Comment: At least <i>SUBSTANTIAL</i> improvement required

Strengths:

- (1) There was evidence of active engagement with the child or young person to carry out the initial assessment of LoR (71%), and active engagement with the parents/ carers in 60% of those cases with an initial assessment.
- (2) 92% of cases had an initial assessment of LoR.
- (3) Where the initial assessments of LoR were completed, the case managers had often liaised with other relevant agencies including children’s social care services and ETE/ Connexions providers in many cases.
- (4) Intervention plans/ referral order contracts existed for all those cases which required them and 60% of them sufficiently addressed offending factors relevant to the child or young person.
- (5) Many of the intervention plans/ referral order contracts gave clear shape to the order; focused on achievable change; reflected the sentencing purposes; set relevant goals for the child or young person; set realistic timescales for completion of the work; and met the requirements of national standards.
- (6) Children and young people were actively and meaningfully involved in the planning process in 62% of cases. Parents/ carers were involved in 55% of relevant cases.

Areas for improvement:

- (1) The initial assessment of LoR was only completed to a sufficient standard in approximately half of the cases. In many instances this was because there was unclear or insufficient evidence included in the assessments. Some assessments had been pulled through from previous ones without being updated, which led to historical and inaccurate information being presented as current. Several cases were considered insufficient because they had been

completed late.

- (2) There was limited evidence of the initial assessment of LoR being informed by the *What do you think?* form. Some forms had been completed after the initial assessment and some case managers had not undertaken the exercise with the child or young person because they had known them from previous orders.
- (3) Only just over half of the initial assessments were reviewed at appropriate intervals.
- (4) Local practice existed, which meant that three monthly reviews of Asset were not always undertaken for referral order cases. Instead the intervention plan was reviewed at the panel meetings. This is not in line with National Standard 8.11.
- (5) Most intervention plans/ referral order contracts did not explicitly take into account the learning needs/ style of the child or young person.
- (6) Intervention plans were reviewed at appropriate intervals in less than 60% of cases.
- (7) Only approximately 40% of intervention plans/ referral order contracts were prioritised according to *RoH*, sequenced according to offending-related need, and sensitive to diversity issues. 64% of plans were inclusive of appropriate Safeguarding work and 58% took account of victims' issues.

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:

63%
[unvalidated]

Comment:

**At least SUBSTANTIAL
improvement required**

Strengths:

- (1) Asset vulnerability screenings were completed in all but one case and 78% of them were completed on time.
- (2) In 65% of cases, contributions had been made by YOT case managers to the CAF and other assessments and plans designed to safeguard children and young people. In the majority of relevant cases there were copies of other plans on file.

Areas for improvement:

- (1) The Asset vulnerability screenings were completed to a sufficient standard in less than 60% of cases. Assessments of Safeguarding needs were reviewed appropriately in only 65% of cases.
- (2) Most cases that required a VMP did not have one and those few that did exist were mostly of insufficient quality. There was a lack of linkage between the VMPs and the intervention plans. The inspection sample included a high proportion of children and young people who had completed their orders before the implementation of the new risk management policy in the YOT. VMPs were not being completed by case managers until the new policy came into practice.
- (3) In 78% of cases there was insufficient management oversight of the vulnerability assessments.

OVERALL SCORE for quality of Assessment and Sentence Planning work: 60% [unvalidated]

COMMENTARY on Assessment and Sentence Planning as a whole:

Whilst in most cases the required initial assessments were carried out, many were insufficient in quality and reviews were not always undertaken appropriately. There was a lack of understanding of the appropriate use of Asset within the YOT. Staff and managers spoke of 'doing assessments' of children and young people, but then indicated that Asset was completed at some point afterwards. Indeed there appeared to be a failure by both practitioners and managers to recognise the very purpose of Asset. It should be used as a 'live' assessment and planning tool in order to help the practitioner undertake purposeful supervision of the child or young person. In that practitioner's absence, or in the case of a transfer, another practitioner should be able to pick up straight away from the 'live' Asset the current state of the work with that individual. We did see some evidence of that happening in Rochdale, but not nearly often enough.

The YOT had implemented a new risk management policy in December 2008, and in some cases improvement had been seen in risk management quality after this time. The case planning forums seemed to work well as a multi-agency way of managing *RoH*, LoR and vulnerability issues. There was however, still a reliance on the initial *RoH* screening and vulnerability screening and Asset being completed correctly in order to identify the right children and young people for discussion at the forums. Management oversight did not routinely include checking the quality of cases that were assessed as low *RoH*, LoR or vulnerability to check the accuracy of these risk levels.

2. DELIVERY AND REVIEW OF INTERVENTIONS

2.1 Protecting the public by minimising Risk of Harm to others:

General Criterion:

All reasonable actions have been taken to protect the public by keeping to a minimum the child or young person's RoH to others.

Score:

51%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) Case managers contributed effectively to multi-agency meetings in custody in all relevant cases, and in the community in two-thirds of relevant cases.
- (2) Purposeful home visits were carried out throughout the course of the sentence in accordance with the level of *RoH* posed by the child or young person in 75% of cases and in accordance with Safeguarding issues in 63% of cases.
- (3) Appropriate resources were allocated according to the assessed *RoH* throughout the sentence in 86% of cases.
- (4) Specific interventions to manage *RoH to others* in the community were identified in two-thirds of relevant cases.

Areas for improvement:

- (1) *RoH* had been reviewed three months from the start of sentence in only 43% of relevant cases, and at least every three months thereafter in 38% of cases. There were ten cases in which significant changes had occurred for the child or young person that could have affected their *RoH*, and the *RoH* was reviewed in only two of these.
- (2) Changes in *RoH/* acute factors were not anticipated wherever feasible in most cases, nor were they identified swiftly or acted on appropriately.
- (3) Specific interventions to manage *RoH* in the community were delivered as planned in less than 40% of cases, and were reviewed every three months or following a significant change in only just over 40% of cases.
- (4) Specific interventions to manage *RoH to others* in custody were only identified in half of all relevant cases, were delivered in 25% and were reviewed appropriately in half of the these cases.
- (5) High priority had been given to victim safety in only 50% of relevant 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:

63%

Comment:

MODERATE improvement required

Strengths:

- (1) Delivered interventions in the community were designed to reduce the LoR in 72% of cases.
- (2) In almost all cases YOT workers had been involved in the reviews of interventions in custody.
- (3) Appropriate resources were allocated according to the assessed LoR throughout the sentence in most cases.
- (4) In all custodial cases, the case workers had actively motivated and supported the children and young people and reinforced positive behaviour in custody. Their parents/ carers had also been actively engaged with the YOT in most cases.
- (5) YOT workers had actively motivated and supported children and young people in the community and reinforced positive behaviour in the majority of cases. There had been active engagement with three quarters of parents/ carers.

Area for improvement:

Delivered interventions in the community were implemented in line with the intervention plan in only 55% of cases; appropriate to the learning styles of the children and young people (34%); of good quality (53%); sequenced appropriately (39%); reviewed appropriately (50%); and incorporated all diversity issues (41%).

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:

63%

Comment:

MODERATE improvement required

Strengths:

- (1) All necessary immediate action had been taken to safeguard and protect children and young people in custody in all relevant cases.
- (2) Referrals to ensure Safeguarding had been made to other agencies in 80% of cases that required them.
- (3) In many cases YOT staff and other agencies worked together to promote the Safeguarding and well-being of children and young people.
- (4) Specific interventions to promote Safeguarding in the community were identified in 73% of the cases that required them.
- (5) Two-thirds of relevant custody cases had specific interventions identified and delivered to promote Safeguarding in custody, and the interventions were reviewed appropriately in two-thirds of cases.
- (6) Staff supported and promoted the well-being of the children and young people throughout the course of the sentence in approximately 70% of cases.

Areas for improvement:

- (1) All necessary immediate action had been taken in 61% of relevant cases to safeguard and protect the children and young people in the community.
- (2) Specific interventions to promote Safeguarding in the community were delivered in less than half of the cases that required them, and were reviewed appropriately in only 52% of cases.
- (3) Operational management in relation to Safeguarding and vulnerability needs had not been effectively undertaken in the majority of cases, with the exception of those that were being managed after the introduction of the new risk management policy.

OVERALL SCORE for quality of Delivery and Review of Interventions work: 60%

COMMENTARY on Delivery and Review of Interventions as a whole:

Whilst interventions in the community were designed to reduce the LoR of children and young people, they were often not delivered in line with the intervention plans, not reviewed appropriately, and were of insufficient quality. Whilst there was clearly good engagement by the case managers with children and young people, staff often could not evidence the work that had been delivered with children and young people. There was very little indication that the content of interventions was recorded in such a way as to provide a means of reflecting on the outcomes against the aims of sessions.

3. OUTCOMES

3.1 Achievement of outcomes:

General Criterion:

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

Score:

43%

Comment:

DRASTIC improvement required

Strength:

- (1) All reasonable action had been taken to keep children and young people safe in 68% of cases.

Areas for improvement:

- (1) *RoH to others* had been managed effectively in just under half of the cases.
- (2) The children and young people complied with the requirements of the sentence in approximately one third of cases.
- (3) In those cases where children and young people had not complied, enforcement action had been taken sufficiently well by the YOT in only 38% of cases.
- (4) A reduction in factors linked to offending was evident in just one third of cases.
- (5) There did not appear to have been a reduction in the frequency or seriousness of offending in more than half of the cases.
- (6) Only 22% of relevant cases had seen a reduction in risk factors linked to Safeguarding.

3.2 Sustaining outcomes:

General Criterion:

Outcomes are sustained in relation to RoH, LoR and Safeguarding

Score:

76%

Comment:

MINIMUM improvement required

Strengths:

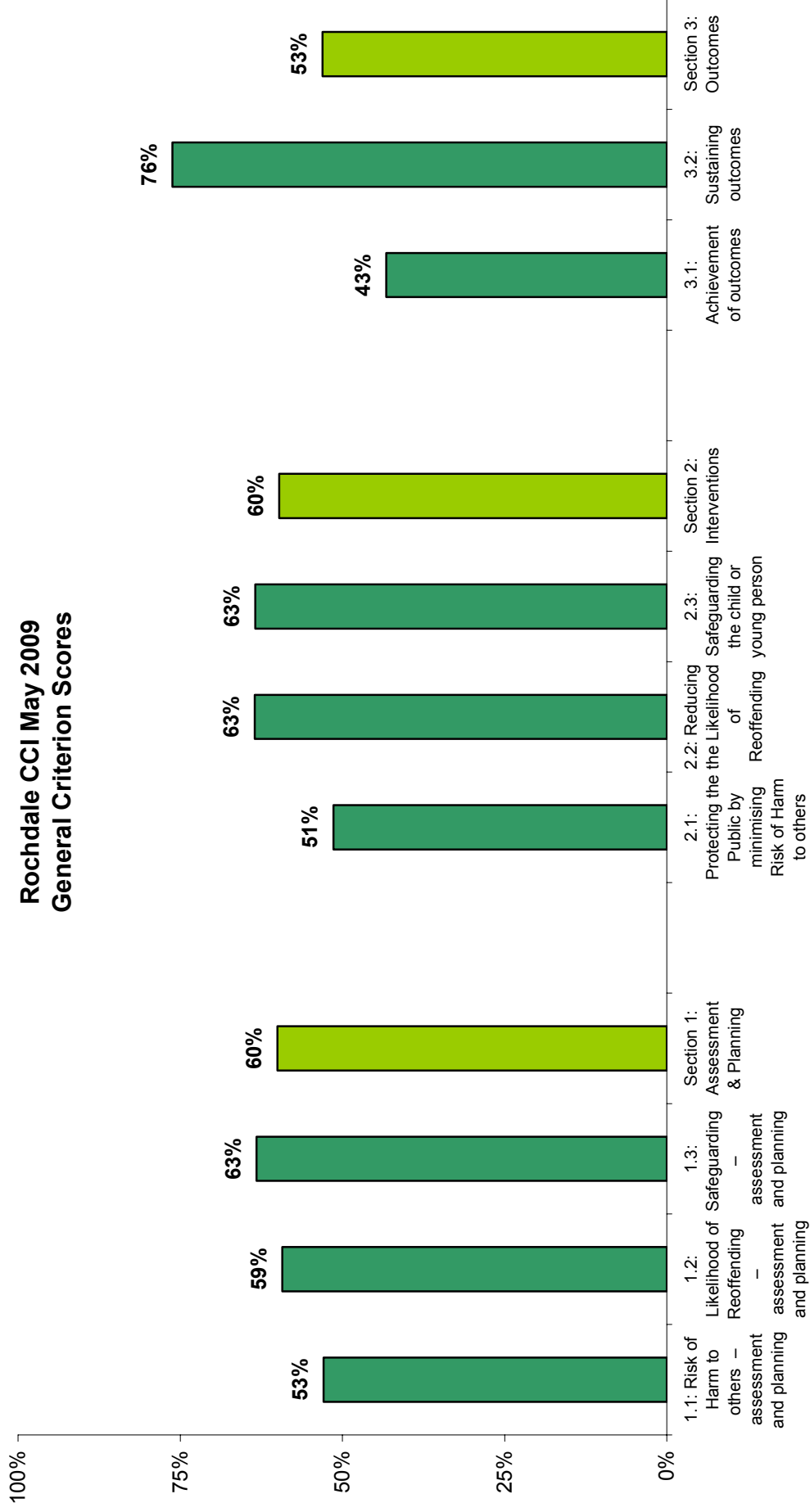
- (1) Full attention had been given to community integration issues in the majority of cases during the custodial phase and in the community.
- (2) Action had been taken, or there were plans in place to ensure that positive outcomes were sustainable during the custodial phase of sentence in five of the six relevant cases, and in two thirds of relevant cases in the community.

OVERALL SCORE for quality of Outcomes work: 53%

COMMENTARY on Outcomes as a whole:

The percentage score for criterion 3.1 was based on the results for six questions for each case, with disappointing findings. However, the percentage score for criterion 3.2 was based on results for two further specific questions for each case, where the results were good.

**Appendix 1: Summary
(Section 1 UNVALIDATED – see Foreword)**



Appendix 2: Contextual information

Area

Rochdale YOT was located in the North West of England.

The area had a population of 205,357 as measured in the Census 2001, 11.8% 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 Rochdale was predominantly white British (88.6%). The population with a black and minority ethnic heritage (11.4%) was above the average for England/ Wales of 8.7%.

Reported offences for which children and young people aged 10-17 years old received a pre-court disposal or a court disposal in 2008/ 2009, at 62 per 1,000, were above the average for England/ Wales of 53.

YOT

The YOT boundaries were within those of the Greater Manchester police and probation areas. The Heywood, Middleton and Rochdale PCT covered the area.

The YOT was located within the Learners and Young People's Service within Rochdale Council's Children's, Schools and Families Service. It was managed by the Head of Learners and Young People's Service.

The YOT Management Board formed the major part of the Prevent Offending by Children and Young People group.

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.

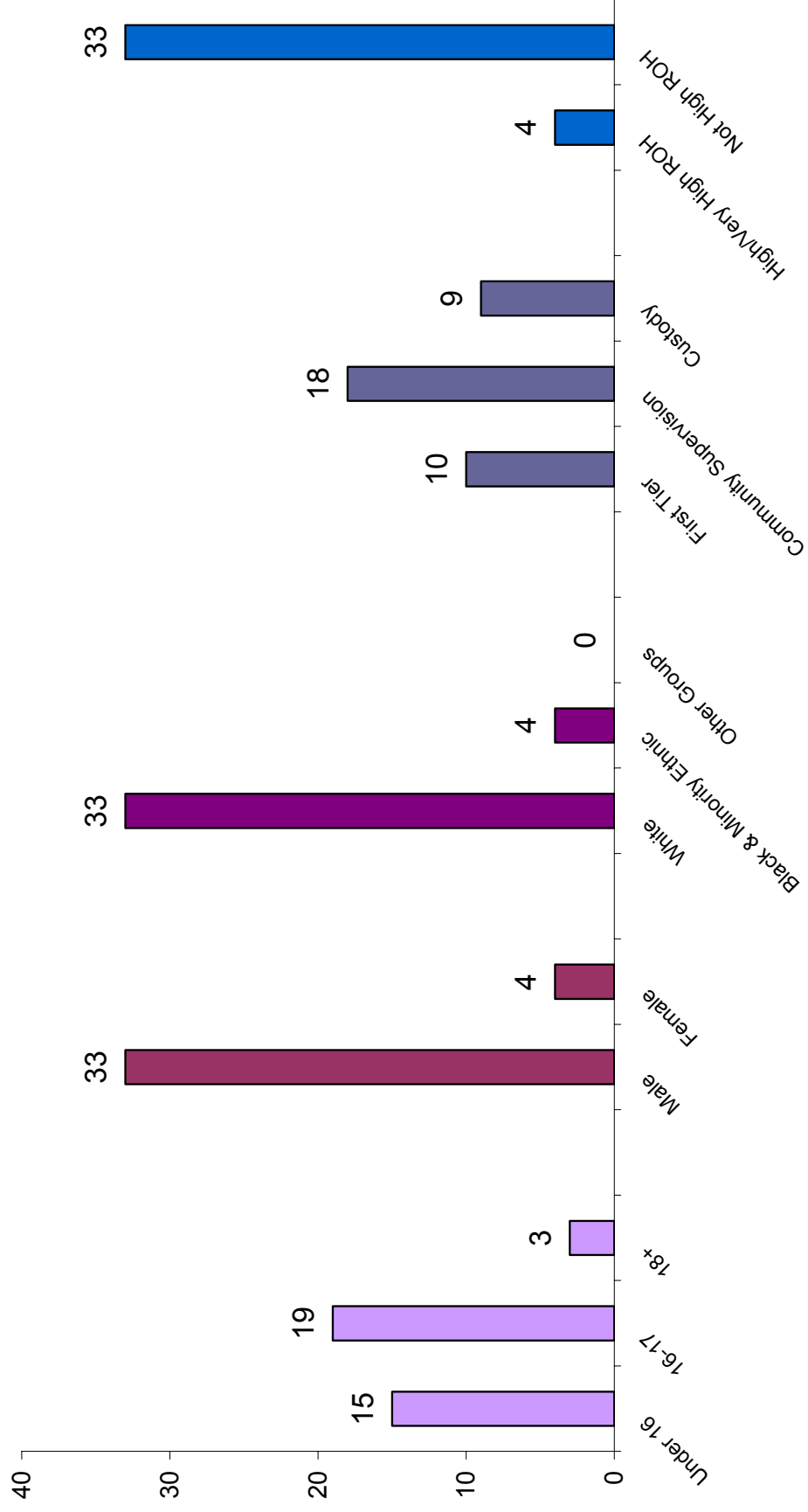
Rochdale's performance on ensuring children and young people known to the YOT were in suitable ETE was 79%. This was an improvement on the previous year, and above the England average of 72%.

Performance on ensuring suitable accommodation by the end of the sentence was 97%. This was worse than on the previous year, but above the England average of 95%.

The "Reoffending rate after 9 months" was 126%, worse than the England average of 85% (See Glossary).

Appendix 3a: Inspection data chart

Case sample information: Rochdale



Appendix 3b: Inspection data

Fieldwork for this inspection was undertaken in May 2009.

The inspection consisted of:

- ◇ examination of practice in a sample of cases, normally in conjunction with the case manager or other representative
- ◇ evidence in advance
- ◇ questionnaire responses from children and young people, and victims

We have also seen YJB performance data and assessments relating to this YOT.

Appendix 4: Role of HMI Probation and Code of Practice

Information on the Role of HMI Probation and Code of Practice can be found on our website:

<http://www.inspectorates.justice.gov.uk/hmiprobation>

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>RoH</i>
<i>RoH</i>	<i>Risk of Harm to others</i> . See also <i>restrictive Interventions</i>
' <i>RoH work</i> ', or ' <i>Risk of Harm work</i> '	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>RoH</i> ' enables the necessary attention to be given to those offenders for whom lower <i>impact/ severity</i> harmful behaviour is <i>probable</i>
SIFA	Screening Interview for Adolescents (Youth Justice Board approved mental health screening tool for specialist workers)
SQIFA	Screening Questionnaire Interview for Adolescents (Youth Justice Board approved mental health screening tool for YOT workers)
VMP	Vulnerability management plan. A plan to safeguard the well-being of the individual under supervision
YJB	Youth Justice Board for England and Wales
YOI	Young Offenders Institution. A Prison Service institution for young people remanded in custody or sentenced to custody
YOIS+	Youth Offending Information System: One of the two electronic case management systems for youth offending work currently in use in England and Wales. See also Careworks.
YOS/ T	Youth Offending Service/ Team