



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:

Surrey

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Foreword

This Core Case Inspection of youth offending work in Surrey 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 76% 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 73% of the time, and the work to make each individual less likely to reoffend was done well enough 83% 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.

We found that Surrey Youth Justice Service had established effective working relationships with key partner agencies, making good use of these to widen the range of services available for children and young people with whom they worked. Keen to innovate, they had developed alternative approaches to managing *Risk of Harm* and vulnerability. We felt that, at times, this led to an underestimation of the degree to which the child or young person posed a *Risk of Harm to others* or to themselves. However, we were nonetheless impressed with the quality of their interventions and with the outcomes which they were achieving with their children and young people.

Overall, we consider this a creditable set of findings with moderate improvement required in work related to the assessment and planning for the management of *Risk of Harm to others* and only minimum improvement in all other areas.

Andrew Bridges
HM Chief Inspector of Probation

June 2011

	Scores from Wales and the English regions that have been inspected to date			Scores for Surrey
	Lowest	Highest	Average	
'Safeguarding' work (action to protect the young person)	37%	91%	68%	76%
'Risk of Harm to others' work (action to protect the public)	36%	85%	63%	73%
'Likelihood of Reoffending' work (individual less likely to reoffend)	43%	87%	70%	83%

Acknowledgements

We would like to thank all the staff from the Youth Justice Service, members of the Management Board and partner organisations for their assistance in ensuring the smooth running of this inspection.

<i>Lead Inspector</i>	<i>Helen Rinaldi</i>
<i>Inspectors</i>	<i>Yvonne McGuckian</i>
<i>Practice Assessors</i>	<i>Cliff Warke</i>
<i>Local Assessors</i>	<i>Gill Clark; Sara Pordham</i>
<i>Support Staff</i>	<i>Catherine Calton</i>
<i>Publications Team</i>	<i>Alex Pentecost; Christopher Reeves</i>
<i>Editor</i>	<i>Julie Fox</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 (RoH)	10
1.2 Likelihood of Reoffending (LoR)	11
1.3 Safeguarding	13
2. DELIVERY AND REVIEW OF INTERVENTIONS	15
2.1 Protecting the public by minimising Risk of Harm to others	15
2.2 Reducing the Likelihood of Reoffending	16
2.3 Safeguarding the child or young person	17
3. OUTCOMES	19
3.1 Achievement of outcomes	19
3.2 Sustaining outcomes	20
Appendix 1: Summary	21
Appendix 2: Contextual information	22
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.	
<i>Score:</i> 76%	<i>Comment:</i> <i>MINIMUM improvement required</i>

<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.	
<i>Score:</i> 73%	<i>Comment:</i> <i>MODERATE improvement required</i>

<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.	
<i>Score:</i> 83%	<i>Comment:</i> <i>MINIMUM improvement required</i>

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 vulnerability and *Risk of Harm to others* is completed at the start, as appropriate to the specific case (YJS Manager)
- (2) as a consequence of the assessment, the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm and to minimise any identified *Risk of Harm to others* (YJS Manager)
- (3) the plan of work with the case is regularly reviewed and correctly recorded in Asset (YJS Manager)
- (4) there is evidence in the file of regular quality assurance by management, especially in relation to *Risk of Harm to others* and vulnerability, as appropriate to the specific case (YJS Manager).

Furthermore:

- (5) children's social care services should be encouraged, in appropriate cases, to engage with the child or young person throughout the course of the sentence. This should include involvement in planning for interventions and, where relevant, the transition from custody to community (YJS Management Board).

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

- ◆ The majority of respondents were on either a referral order or a YRO. Most had discussed their referral order contract or sentence plan with their YJS worker and over 70% had had it reviewed.
- ◆ All but one who answered the particular question knew why they had come to the YJS. The vast majority felt that the staff listened to them and were really interested in helping them deal with their problems.
- ◆ Several children and young people commented that they appreciated the way they were spoken to; one said "*My YJS worker explained things in a manner I understood without patronising me*".
- ◆ All except three children and young people had completed a *What do YOU think?* (or equivalent) self-assessment form.
- ◆ Over two-thirds of respondents felt that things in their life had improved as a result of working with the YJS. 86% felt that the work they had done had made them either a bit or a lot less likely to reoffend; only eight children and young people felt it had made no difference.
- ◆ Many said that they had gone to college, got a job, improved their relationships within their families, or stopped smoking, taking drugs and/or drinking alcohol as a consequence of their work with the YJS.

Victims

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

- ◆ Thirteen of the respondents said that the service had been explained to them and that they had had their individual needs taken into account by the YJS.
- ◆ Fourteen had had the opportunity to discuss with YJS staff their concerns about the offence or the child or young person who had offended against them. While five had no worries about their safety, 7 of the 12 who did said that the YJS had paid sufficient attention to these concerns.
- ◆ Twelve respondents said they were mostly or completely satisfied with the YJS; three were not at all satisfied, and two declined to comment.
- ◆ Although one commented that the YJS was "*more concerned about the perpetrator of the crime rather than the victim*", another said "*I have personally witnessed their excellent work and positive impact on youth*".

Sharing good practice

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

Assessment and Sentence Planning General Criterion: 1.2	George was diagnosed with learning difficulties and struggled to communicate his thoughts and feelings, displaying an inability to show empathy to the victims of his acquisitive offences. Over the first three months of his YRO, the case manager used activity-based exercises, one-to-one and group work to engage George, which helped him to comply with his order. His confidence grew along with his ability to articulate. The case manager identified that George was interested in rap music and encouraged him to write poems suitable for rapping. George then participated in a local radio project, recording some of his music. He received positive praise from both peers and adults. Via the medium of rapping and with YJS support, George improved his communication skills, learned to better control his anger and frustrations and increased his victim empathy. To date, he had not reoffended and had an improved relationship with his family.
Delivery and Review of Interventions General Criterion: 2.1	Richard had been convicted of causing grievous bodily harm and was on an ISS order. He came from a family who mistrusted the police and other agencies. Richard was very protective towards his sister and when someone made a threat to harm her, he wanted to deal with this himself, which would have resulted in further violence. In order to prevent this, the ISS worker persuaded Richard that it would be better to let the police deal with the threat. As part of the police response, they asked Richard's sister to text him to let him know that she was fine. This simple intervention prevented Richard from committing a violent act and allowed him to see the police in a different, more positive, light. This case demonstrated effective multi-agency working to manage <i>RoH</i> at the point of crisis.
Outcomes General Criterion: 3.2	Patrick, an Irish traveller, was approaching the time of his release from custody. In order to prepare for this, the case manager involved the YJS' traveller liaison officer, herself a traveller and trusted by this community. With the liaison officer's assistance, meetings were set up with the family at the travellers' site. This enabled the case manager to explain to the family the requirements of Patrick's licence and the repercussions of any failure on his part to comply with the conditions of his licence.

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:

72%

Comment:

MODERATE improvement required

Strengths:

- (1) A RoSH screening was completed in all but three of the cases inspected and on time in 84% of cases.
- (2) The *RoH* assessment drew adequately on all appropriate information sources, such as information from other agencies and from victims, in 88% of cases.
- (3) Where there was no requirement for an RMP, or where one had not been produced, the need for planning to manage *RoH* issues had been both recognised and acted upon in over three-quarters of relevant cases.
- (4) In the two relevant cases which needed to be managed under MAPPA, referrals had made in a timely manner.

Areas for improvement:

- (1) RoSH screenings were only accurate in 55% of cases. We found a number of examples where previous behaviours, such as the use of weapons or a history of fire-setting, had not been taken into account.
- (2) In 11 cases we considered that the RoSH classification was incorrect; in all of these cases, it was too low.
- (3) Just under half of all examined cases required a full analysis of RoSH. This was completed in three-quarters of relevant cases and on time in just over half of these. The quality of the RoSH analysis was sufficient in 59% of cases. There were a variety of factors which led us to consider the analyses insufficient, including incorrect classification of RoSH, previous behaviour not being taken into account and risk to victims not being fully considered.

- (4) RMPs were completed in 8 of 15 relevant cases; they were on time and of sufficient quality in only seven of these cases. We considered a number were insufficient due to not having been done, not being timely, or because they lacked clarity in relation to roles, responsibilities or planned actions.

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: 81%	Comment: MINIMUM improvement required

Strengths:

- (1) Initial assessments of LoR were carried out in all but one of the inspected cases. These were on time in 89% of cases and of sufficient quality in 82%.
- (2) Children and young people, together with their parents/carers where appropriate, were actively engaged in over three-quarters of all initial assessments and plans. YJS workers assessed the child or young person's learning style in nearly two-thirds of cases.
- (3) Information from a variety of agencies, including children's social care services and the police, was used to inform initial assessments in most cases.
- (4) Initial assessments were reviewed at appropriate intervals in 84% of cases. Similarly, intervention plans were reviewed in a timely fashion in all but four cases.
- (5) Most cases had a community intervention plan or referral order contract (93%). The 16 custody cases examined all had a timely sentence plan.
- (6) Plans focused on addressing those issues likely to impact on reoffending in 81% of custodial cases and 76% of community ones. They gave shape to the order, focused on achievable change and reflected both sentencing purposes and national standards in the vast majority of cases.
- (7) Intervention plans included positive factors, where relevant, in over 90% of cases.
- (8) Appropriate sensitivity to the diversity needs of the child or young person was evident in 85% of custodial and 87% of community intervention plans; objectives within these plans took account of these diversity needs.

- (9) YJS workers were actively involved with children and young people throughout the custodial planning process in all cases. This reflected a strong relationship between the YJS and the custodial estate.
- (10) The ongoing involvement in the planning process by a number of external agencies was impressive. This was particularly so in the case of the police and ETE providers, who were actively involved in 90% and 88% of relevant cases respectively.

Area for improvement:

- (1) Custodial and community intervention plans (including referral order contracts) were integrated with RMPs in less than half of cases. Often, this was because an RMP had not been produced and insufficient attention had been paid to *RoH* issues within intervention plans.

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>79%</p>	<p>Comment:</p> <p>MINIMUM improvement required</p>

Strengths:

- (1) A vulnerability screening was completed in all but one of the inspected cases, and on time in 87% of these.
- (2) Intervention plans took Safeguarding needs into account in 92% of relevant custodial cases and 89% of those in the community.
- (3) Safeguarding needs were kept under regular review as appropriate in 82% of cases and the YJS contributed to other agencies' assessments and plans to safeguard the child or young person in all but 1 of 13 relevant cases. Where other plans existed, e.g. in child protection cases, this information was generally available on file.

Areas for improvement:

- (1) In our view, issues relating to the child or young person's vulnerability warranted the completion of a VMP in 33 of the 62 cases inspected. However, a VMP was completed in only half of these (16).

- (2) The completed VMPs were considered to be sufficient in one-third of cases. Where we judged them to be inadequate this was because they were not completed (17 cases); some lacked attention to victim issues (three cases) or to diversity needs (three cases); while in others the roles and responsibilities or planned responses were unclear (five cases each).
- (3) In many cases (82%) VMPs were completed late. We found at least one case where we considered that this delay contributed to the child or young person's vulnerability.

OVERALL SCORE for quality of Assessment and Sentence Planning work: 79%

COMMENTARY on Assessment and Sentence Planning as a whole:

Assessment and sentence planning were generally satisfactory, particularly in relation to both Safeguarding and LoR work. However, we had some concerns that the approach adopted by the YJS, which moved away from following national standards about when to complete an RMP and VMP, led to an underestimation of *RoH* and/or vulnerability in some cases. This had the potential to expose practitioners and the YJS to possible criticism, in the event of untoward occurrences. To counter such potential problems, a policy had been implemented which aimed to ensure that effective management oversight of *RoH* and vulnerability was in place. We found evidence of such oversight of RMPs and VMPs in almost half of all relevant cases, which was better than we normally find, but there was still room for improvement.

We saw good evidence of the YJS workers engaging effectively with children and young people for the purposes of assessment and planning. Over one-third of the children and young people in our case sample had disabilities, including many with learning difficulties, which we felt would have had at least a medium, if not severe, impact on their ability to complete and benefit from supervision in two-thirds of relevant cases. There were many examples of YJS workers being skilled at adapting their style of working to suit the needs of these children and young people.

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:

79%

Comment:

MINIMUM improvement required

Strengths:

- (1) *RoH* was reviewed thoroughly and regularly in 80% of all cases.
- (2) Changes in *RoH* factors were anticipated, identified swiftly and acted on appropriately in at least seven out of ten relevant cases.
- (3) Although we did not see many cases involving MAPPA, those we did were all managed appropriately.
- (4) YJS workers contributed effectively to multi-agency meetings, other than MAPPA, in 92% of relevant custodial cases and 96% of community ones.
- (5) Purposeful home visits had been carried out in line with the level of *RoH* posed and for the purposes of Safeguarding in nine out of ten relevant cases.
- (6) Appropriate attention had been given to assessing the safety of victims in 90% of relevant cases, with victim safety being prioritised throughout the sentence in 81%.
- (7) A suitable level of resource had been allocated throughout the sentence according to the *RoH* in 84% of cases.
- (8) In 87% of all relevant cases, specific interventions to manage *RoH* were delivered as planned.
- (9) Effective management oversight of *RoH* was evident in eight out of ten custodial cases.

Areas for improvement:

- (1) Where significant changes occurred, this prompted a review of specific interventions to manage *RoH* in 10 of 21 community cases (48%) and in two of five custody cases (40%).

- (2) There was effective management oversight of *RoH* in 58% of community cases.

2.2 Reducing the Likelihood of Reoffending:	
<p>General Criterion:</p> <p><i>The case manager coordinates and facilitates the structured delivery of all elements of the intervention plan.</i></p>	
<p>Score:</p> <p>88%</p>	<p>Comment:</p> <p>MINIMUM improvement required</p>

Strengths:

- (1) The quality of interventions, which had been designed to reduce the LoR in all cases, was generally good. Nearly all incorporated both the learning style and any other diversity issues and 92% were delivered in line with the intervention plan.
- (2) In all 16 custodial cases inspected, YJS workers were appropriately involved in the review of interventions in custody.
- (3) The Scaled Approach intervention level, based on the assessed LoR and RoSH, was judged to be correct in all except two cases.
- (4) Appropriate resources were allocated throughout the sentence in accordance with the assessed LoR in 84% of cases.
- (5) All the requirements of the sentence had been implemented in the majority of cases (85%).
- (6) Throughout the sentence, YJS workers actively motivated and supported the child or young person in all custodial cases and in most (92%) of community ones. They reinforced positive behaviour in all except two cases and continued to actively engage parents/carers in nearly all cases.

Area for improvement:

- (1) Arrangements for sequencing and reviewing of delivered interventions left room for improvement; they were reviewed in 69% of cases and appropriately sequenced in 56%.

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:

83%

Comment:

MINIMUM improvement required

Strengths:

- (1) YJS workers and other relevant agencies worked effectively together to promote the Safeguarding of the child or young person in most cases. Links with ETE providers, the ASB team, police, substance misuse services and the secure custodial estate were particularly strong in both custodial and community cases.
- (2) Specific interventions to promote Safeguarding had been identified and delivered in 90% or more of both custodial and community cases and regularly reviewed in around three quarters of all cases.
- (3) All relevant staff had supported and promoted the well-being of the child or young person throughout the course of the sentence in 88% of custodial cases and 90% of community ones.

Areas for improvement:

- (1) Children's social care services worked together with YJS workers to promote the Safeguarding of the child or young person in 64% of community cases but in only 43% (three of seven) custodial ones. Similarly, they worked together to effect a smooth transition from custody to community in only four of the seven relevant cases.
- (2) Whilst management oversight of vulnerability needs was found to be effective in 55% of relevant community cases and 67% of custodial ones, there remains room for improvement.

OVERALL SCORE for quality of Delivery and Review of Interventions work: 84%

COMMENTARY on Delivery and Review of Interventions as a whole:

Children and young people in Surrey had access to a wide range of interventions which were being delivered by committed YJS workers, in conjunction with a number of partner agencies. Interventions were tailored to individual need and often concentrated on helping the wider family, rather than just the child or young person themselves. Strong links existed between the parenting workers

and case managers and we saw good evidence of effective 'three-way working' which enhanced the quality of delivery.

Worksheets, where appropriate, were well used and practical help was readily available in relation to job-seeking and training. Intervention plans were deliberately kept simple, given the age of the 'client group' and this meant that in many cases more was being done with the child or young person than was formally recorded in the plan, particularly in relation to *RoH* and Safeguarding.

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:

76%

Comment:

MINIMUM improvement required

Strengths:

- (1) Notwithstanding our views on the YJS' approach to RMPs, we considered that *RoH* had been managed effectively in 82% of all relevant cases.
- (2) Where required, appropriate enforcement action had been taken in 70% of cases.
- (3) There had been a reduction in the frequency of offending in three-quarters of cases and in the seriousness of offending in 70%; this was well above the average for YOTs inspected to date.
- (4) Risk factors linked to Safeguarding had reduced in two-thirds of cases and all reasonable action had been taken to keep the child or young person safe in 88% of cases.

3.2 Sustaining outcomes:

General Criterion:

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

Score:

85%

Comment:

MINIMUM improvement required

Strengths:

- (1) Full attention had been given to community reintegration issues in 88% of all cases.
- (2) Action had been taken or plans were in place to ensure that positive outcomes were sustainable in 82% of community cases and 86% of custodial ones.

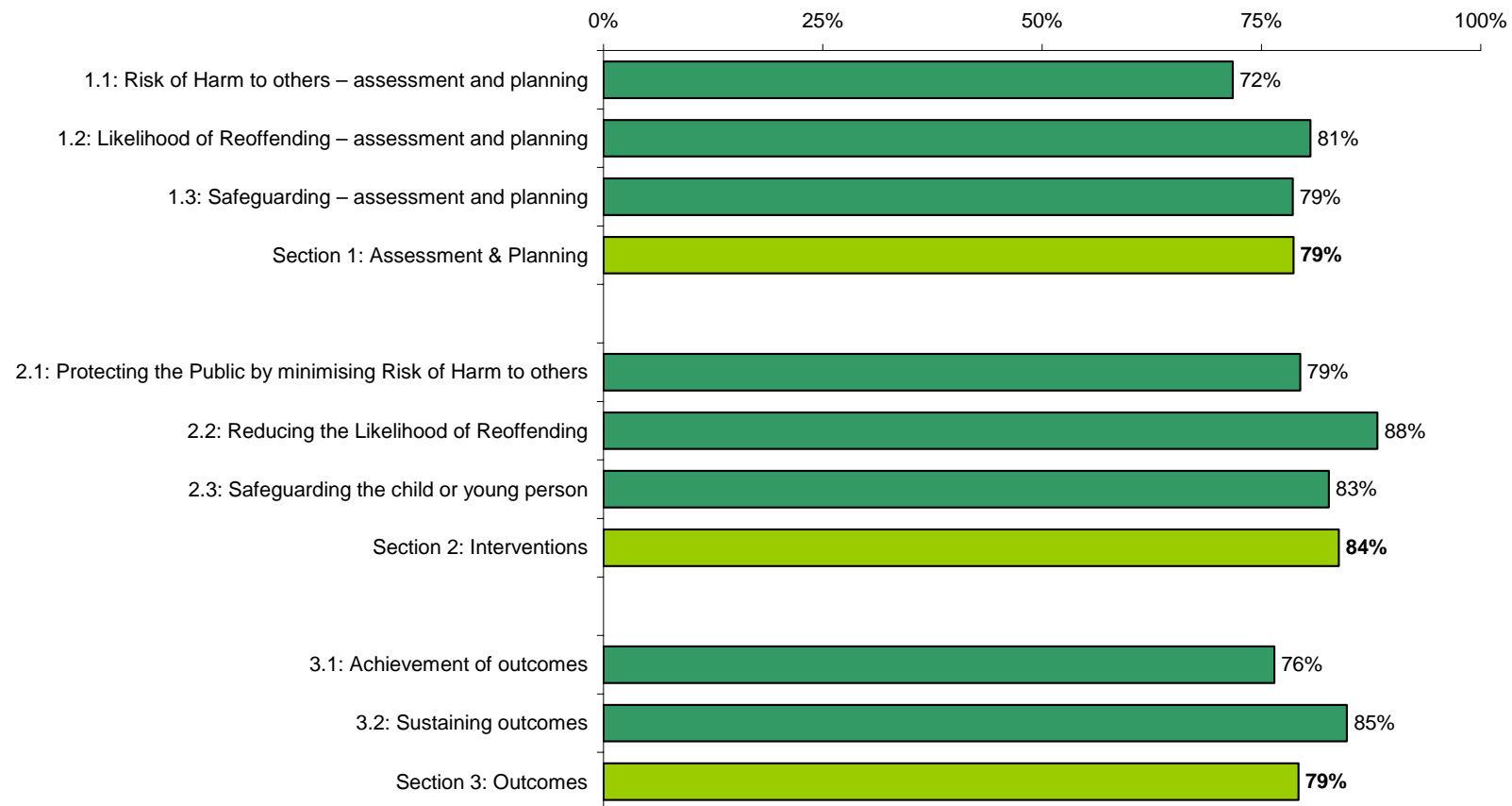
OVERALL SCORE for quality of Outcomes work: 79%

COMMENTARY on Outcomes as a whole:

Good work by the YJS in engaging with children and young people and in delivering quality interventions was reflected in the positive outcomes achieved. We found appropriate attention being paid to the period of transition from custody to community and a generally strong approach to community integration issues.

Appendix 1: Summary

Surrey CCI General Criterion Scores



Appendix 2: Contextual information

Area

Surrey was located in the South East region of England.

The area had a population of 1,059,015 as measured in the Census 2001, 9.7% of which were aged 10 to 17 years old. This was lower than the average for England/Wales, which was 10.4%.

The population of Surrey was predominantly white British (90%). The population with a black and minority ethnic heritage (10%) was below the average for England/Wales of 8.7%.

Reported offences for which children and young people aged 10 to 17 years received a pre-court disposal or a court disposal in 2009/2010, at 23 per 1,000, were better than the average for England/Wales of 38.

YJS

The YJS boundaries were within those of the Surrey Police area. The Surrey and Sussex Probation Trust and NHS Surrey covered the area.

The YJS was located within the Children's Services Directorate of Surrey County Council. It was managed by the Assistant Director for Young People.

The YJS Management Board was chaired by Chief Executive of the Council.

The YJS Headquarters was in the town of Woking. The operational work of the YJS was based in Woking and Leatherhead. ISS was provided in-house by county-wide specialists.

Youth Justice Outcome Indicators 2011/2012 onwards (this replaces YJB National Indicator Performance Judgements)

The national youth justice indicators for England have been replaced by three outcome indicators. These indicators will also be used in Wales.

1. The reoffending measure is a count of the number of 10 to 17 year olds who reoffend within 12 months of their conviction.

2. The first time entrants measure counts the number of young people given their first pre-court or court disposal and thus entering the youth justice system within each year.

3. The use of custody for young people aged 10 to 17 years.

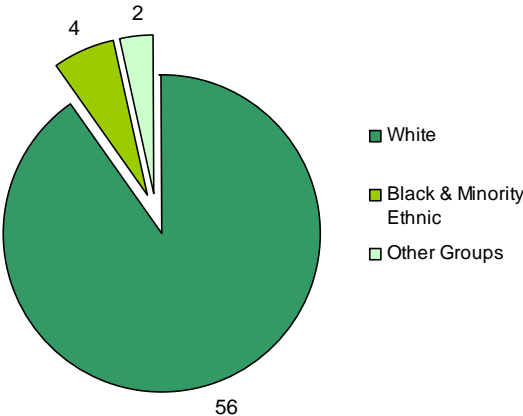
Data will be made available progressively through 2011, broken down by Local Authority area.

For further information about the YJB and the performance management of YOTs, please refer to:

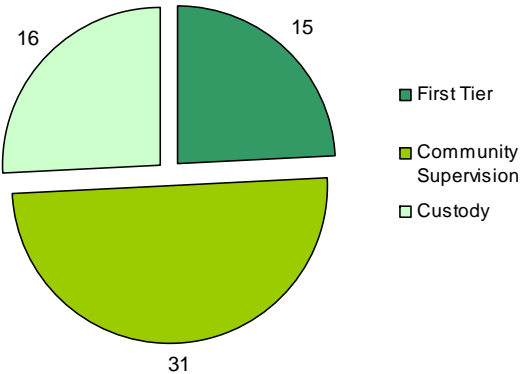
<http://www.yjb.gov.uk/en-gb/practitioners/Monitoringperformance/>

Appendix 3a: Inspection data chart

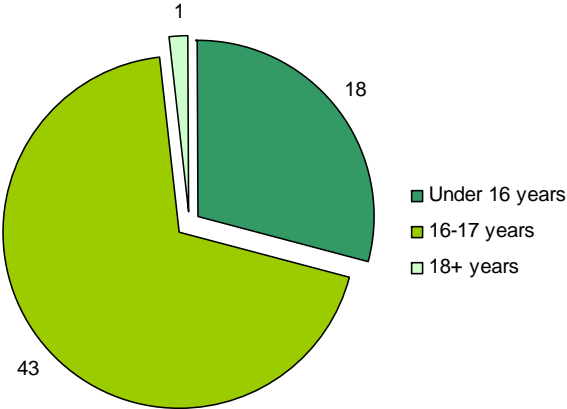
Case Sample: Ethnicity



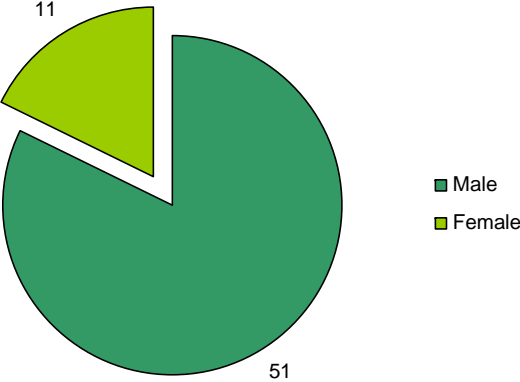
Case Sample: Sentence Type



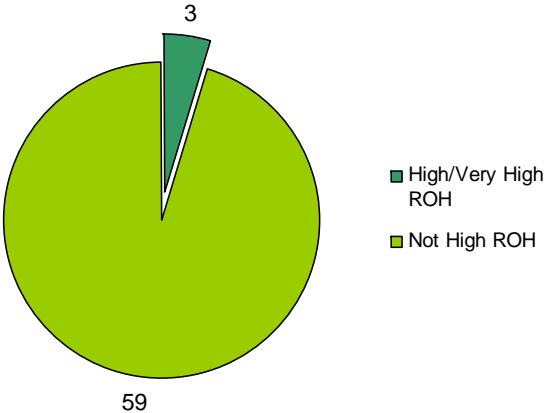
Case Sample: Age at start of Sentence



Case Sample: Gender



Case Sample: Risk of Harm



Appendix 3b: Inspection data

Fieldwork for this inspection was undertaken in March 2011

The inspection consisted of:

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

Appendix 4: Role of HMI Probation and Code of Practice

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

<http://www.justice.gov.uk/inspectorates/hmi-probation>

The Inspectorate is a public body. Anyone wishing to comment on an inspection, a report or any other matter falling within its remit should write to:

*HM Chief Inspector of Probation
2nd Floor, Ashley House
2 Monck Street
London, SW1P 2BQ*

Appendix 5: Glossary

ASB/ASBO	Antisocial behaviour/Antisocial Behaviour Order
Asset	A structured assessment tool based on research and developed by the Youth Justice Board looking at the young person's offence, personal circumstances, attitudes and beliefs which have contributed to their offending behaviour
CAF	Common Assessment Framework: a standardised assessment of a child or young person's needs and of how those needs can be met. It is undertaken by the lead professional in a case, with contributions from all others involved with that individual
CAMHS	Child and Adolescent Mental Health Services: part of the National Health Service, providing specialist mental health and behavioural services to children and young people up to at least 16 years of age
Careworks	One of the two electronic case management systems for youth offending work currently in use in England and Wales. See also YOIS+
CRB	Criminal Records Bureau
DTO	Detention and Training Order: a custodial sentence for the young
Estyn	HM Inspectorate for Education and Training in Wales
ETE	Education, Training and Employment: work to improve an individual's learning, and to increase their employment prospects
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>
ISS	Intensive Surveillance and Supervision: 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
ISSP	Intensive Supervision and Surveillance Programme: following the implementation of the Youth Rehabilitation Order this has been supervised by ISS
LoR	Likelihood of Reoffending. See also <i>constructive</i> Interventions
LSC	Learning and Skills Council

LSCB	Local Safeguarding Children Board: set up in each local authority (as a result of the Children Act 2004) to coordinate and ensure the effectiveness of the multi-agency work to safeguard and promote the welfare of children in that locality.
MAPPA	Multi-Agency Public Protection Arrangements: where probation, police, prison and other agencies work together locally to manage offenders who pose a higher <i>Risk of Harm to others</i>
Ofsted	Office for Standards in Education, Children's Services and Skills: the Inspectorate for those services in England (not Wales, for which see Estyn)
PCT	Primary Care Trust
PPO	Prolific and other Priority Offender: designated offenders, adult or young, who receive extra attention from the Criminal Justice System agencies
Pre-CAF	This is a simple 'Request for Service' in those instances when a Common Assessment Framework may not be required. It can be used for requesting one or two additional services, e.g. health, social care or educational
PSR	Pre-sentence report: for a court
RMP	Risk management plan: a plan to minimise the individual's <i>Risk of Harm</i>
RoH	<i>Risk of Harm to others</i> . See also <i>restrictive Interventions</i>
'RoH work', or 'Risk of Harm work'	This is the term generally used by HMI Probation to describe work to protect the public, primarily using <i>restrictive interventions</i> , to keep to a minimum the individual's opportunity to behave in a way that is a <i>Risk of Harm to others</i>
RoSH	Risk of Serious Harm: a term used in Asset. HMI Probation prefers not to use this term as it does not help to clarify the distinction between the <i>probability</i> of an event occurring and the <i>impact/severity</i> of the event. The term <i>Risk of Serious Harm</i> only incorporates 'serious' impact, whereas using ' <i>Risk of Harm</i> ' enables the necessary attention to be given to those offenders for whom lower <i>impact/severity</i> harmful behaviour is <i>probable</i>
Safeguarding	The ability to demonstrate that all reasonable action has been taken to keep to a minimum the risk of a child or young person coming to harm.
SIFA	Screening Interview for Adolescents: Youth Justice Board approved mental health screening tool for specialist workers
SQIFA	Screening Questionnaire Interview for Adolescents: Youth Justice Board approved mental health screening tool for YOT workers
VMP	Vulnerability management plan: a plan to safeguard the well-being of the individual under supervision
YJB	Youth Justice Board for England and Wales
YOI	Young Offenders Institution: a Prison Service institution for young people remanded in custody or sentenced to custody
YOIS+	Youth Offending Information System: one of the two electronic case management systems for youth offending work currently in use in England and Wales. See also Careworks
YJS	Youth Justice Service
YOS/T	Youth Offending Service/Team
YRO	Youth Rehabilitation Order