



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:

**Bradford**

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## Foreword

This Core Case Inspection of youth offending work in Bradford 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 65% 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 66% of the time, and the work to make each individual less likely to reoffend was done well enough 80% of the time. A more detailed analysis of our findings is provided in the main body of this report, and summarised in a table in Appendix 1. These figures can be viewed in the context of our findings from Wales and the regions of England inspected so far – see the Table below.

Overall, we consider this a creditable set of findings. The YOT has a committed staff group and management team, and strengths in its partnerships and the range of interventions that it provides. Some aspects of Safeguarding need attention, but it was encouraging that prior to the inspection some improvement work had taken place, and learning from these inspection results should enable the YOT to further refine this work.

*Andrew Bridges*  
*HM Chief Inspector of Probation*

*February 2011*

	Scores from Wales and the English regions that have been inspected to date			Scores for Bradford
	Lowest	Highest	Average	
<b>'Safeguarding' work</b> <i>(action to protect the young person)</i>	38%	91%	67%	<b>65%</b>
<b>'Risk of Harm to others' work</b> <i>(action to protect the public)</i>	36%	85%	62%	<b>66%</b>
<b>'Likelihood of Reoffending' work</b> <i>(individual less likely to reoffend)</i>	50%	87%	69%	<b>80%</b>

## **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.

<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.	
<b>Score:</b> <b>65%</b>	<b>Comment:</b> <b>MODERATE improvement required</b>

<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.	
<b>Score:</b> <b>66%</b>	<b>Comment:</b> <b>MODERATE improvement required</b>

<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.	
<b>Score:</b> <b>80%</b>	<b>Comment:</b> <b>MINIMUM improvement required</b>

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 good quality assessment and plan, using Asset, is completed when the case starts (YOT Manager)
- (2) specifically, a timely and good quality assessment of the individual's vulnerability and *Risk of Harm to others* is completed at the start, as appropriate to the specific case (YOT Manager)
- (3) as a consequence of the assessment, the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm, to make them less likely to reoffend, and to minimise any identified *Risk of Harm to others* (YOT Manager)
- (4) 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.

## Service users' perspective

### Children and young people

One hundred and twenty-one children and young people completed a questionnaire for the inspection.

- ◆ Of the 52 children and young people with a referral order all except two knew what the order was, and all who responded had discussed their contract with their YOT case manager. Forty-two of forty-eight recalled being given a copy to keep.
- ◆ Of the 67 children and young people on other types of community order or licence, 62 knew what a supervision or sentence plan was and all except one recalled the YOT case manager discussing their plan with them. Of 61 children and young people who responded, 37 stated they had been given a copy to keep; 17 stated they had not; and 7 were unsure.
- ◆ Just over three-quarters of respondents reported that their referral order contract or supervision plan had been reviewed.
- ◆ All children and young people were clear about why they had come to the YOT, and (except for one respondent who was not sure) that YOT staff had told them what to expect when they did.
- ◆ Of 117 respondents, 86 felt completely, and 24 felt mostly, that YOT staff were really interested in helping them, whilst seven felt they were not interested. There was a similar proportion of overall positive views in relation to YOT staff listening to children and young people, and making it easier for the children and young people to understand how they could be helped. Amongst the examples given were timing of appointments, home visiting and use of laptop computers to complete exercises. One respondent said their YOT worker would "*break it down for me in to bite size CHUNKS!*", and another that their YOT worker would use "*simple words rather than using posh words*".
- ◆ One hundred and four respondents felt that the YOT had definitely or mostly taken action to deal with things they needed help with.
- ◆ Ninety-five respondents recalled completing a *What do YOU think?* self-assessment form; 12 did not; and 10 were unsure.
- ◆ In the 13 cases where the child or young person said that they had been afraid of something, ten said that their YOT worker had helped "a lot" or "quite a lot". Three respondents thought they had not been helped very much or at all.
- ◆ Just over 60% of respondents stated that things had improved for them as a result of their contact with the YOT. Fifty-five children and young people had received help regarding education and training, 70 with understanding offending, 60 with making better decisions and 34 regarding their drug use.



- ◇ One respondent stated *"my beauty therapy course has really made a big change to myself"*. Another wrote that *"since I have started this programme i have started at ...college .....and I am currently studying sports course level 1 and public services... the YOT workers have made me think twice and told me if i get my head down and work hard and stay away from the streets and hang around with good people i could get far in life so that's what i will be doing when i finish this programme ...guaranteed"*.
- ◇ Eighty-two children and young people felt their work with the YOT had made them a lot less likely to offend; 20 a bit less likely; and 14 said that it had made no difference.
- ◇ Overall, 75% were satisfied with the service provided by the YOT; 15% were neither satisfied nor dissatisfied; and 10% were dissatisfied on the whole. One stated *"Everything has got better for me because i have met new people that are totally nice and caring. For example the yot workers here are just smashing... love working with them so it makes everything easy because i do as i am told and it makes everything good and simple"*.
- ◇ Twenty children and young people had ideas for improving the service they received at the YOT. These included improving the reception area, greater provision of leisure activities, and longer breaks during activities.

## Victims

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

- ◇ Eight of the nine respondents felt that the YOT had explained the service they were offering. All felt the YOT had taken their needs into account, and had given them the chance to talk about any worries.
- ◇ Five of the nine victims reported that they had benefited from work undertaken by the child or young person.
- ◇ Three of four victims who responded felt the YOT had paid attention to their safety. One felt it was unfortunate they had inadvertently met the child or young person in the reception area prior to their meeting.
- ◇ Six respondents were fully satisfied with the service provided by the YOT; the remainder were mainly satisfied. One respondent wrote *"I'd like to think that the YOT would get to spend more time with the young people to enable them to understand the needs of that individual. I did also think the work they are doing is fantastic... the service and support on offer for me was overwhelming"*.

## Sharing good practice

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

### Assessment and Sentence Planning

General Criterion:  
1.2

Alan, 15, was under supervision for an offence of common assault. He had been diagnosed as having learning difficulties. Alan's case manager adapted the offending behaviour work (which included victim awareness work, consequential thinking and perspective taking) to be completed in four sections, working at Alan's pace and ability. The case manager ensured the offence focused work was completed and built a good working relationship with Alan and his parents, who valued the way in which he had planned the work.

### Delivery and Review of Interventions

General Criterion:  
2.3

Linda, aged 17, had been sentenced to a YRO for drugs offences. She had mental health difficulties, little family support and no accommodation. Linda sent a text message one Saturday to her case manager saying that she "no longer wanted to live". The case manager responded immediately, offered support and referred her to counselling. The case manager then put in place a comprehensive VMP, with daily monitoring and increased contact with Linda. With the support of her case manager, Linda enrolled on a college course and stopped using cannabis. She said she could see a positive future for herself.

### Outcomes

General Criterion:  
3.2

Ben was placed in a care home out of his home area on a temporary basis, but with the intention that he would move back in 3-6 months. The case manager worked very effectively with Ben to identify a range of sporting and leisure pursuits, as well as a training placement, in Bradford, that would give him a 'fresh start' away from negative influences. At the same time the case manager liaised closely with the home YOT to enable Ben to continue with his interests there and to ensure as smooth a return as possible. Ben had returned to his home area where he was more settled and positive than before he went to Bradford.

All names have been altered.

## 1. ASSESSMENT AND SENTENCE PLANNING

### 1.1 Risk of Harm to others (RoH):

**General Criterion:**

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

**Score:**

**69%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) An Asset RoSH screening was completed in 58 (94%) of the 62 cases in the sample, and was on time in 87%.
- (2) A full RoSH analysis was completed in 36 (86%) of the 42 cases where it was required, and was on time in 33 (79%).
- (3) We considered the RoSH classification to be correct in 83% of cases.
- (4) An RMP was completed in 23 (77%) of the 30 cases where one was required.

**Areas for improvement:**

- (1) A full RoSH analysis was completed to a sufficient standard in 26 (62%) of the 42 cases where one was required. This was largely due to lack of timeliness, and previous relevant behaviour not having been considered. Assessments had drawn adequately on all appropriate information in 68% of cases, and details of the RoSH assessment had been appropriately communicated to others in 54% of relevant cases. There had been effective management oversight of RoSH assessment in 23 (51%) of the 45 cases where it was required.
- (2) An RMP was completed on time in 19 (63%) of the 30 cases where one was needed and to a sufficient level of quality in 13 (43%).
- (3) There had been effective management oversight of the RMP in 13 of the 30 relevant cases.
- (4) Where there was no requirement for an RMP, or one had not been produced, the need for planning for *RoH* issues had been recognised and acted upon in less than two-thirds of relevant cases.

- (5) Of three cases which met the criteria for Category 1 or 2 MAPPA management, one was identified and referred for MAPPA Level 2 multi-agency management.

<b>1.2 Likelihood of Reoffending:</b>	
<b>General Criterion:</b> <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>	
<b>Score:</b> <b>75%</b>	<b>Comment:</b> <b>MINIMUM improvement required</b>

**Strengths:**

- (1) An initial assessment of LoR was completed in all except one case (98%), was on time in 90% and of sufficient quality in 82%.
- (2) There was active engagement to carry out the initial assessment with the child or young person in 78% of cases, and with parents/carers in 74%.
- (3) Initial assessments were informed by children's social care services (78%), ETE providers (71%), physical health services (86%), secure establishment (88%) and police (73%).
- (4) Initial assessments were reviewed at appropriate intervals in 89% of cases.
- (5) There were sentence plans in all 17 custody cases and 16 were completed on time. Substance misuse problems were addressed in 14 of the 15 cases where it was relevant, and ETE problems in 15 of 17. Lifestyle, physical health, perception of self and others, thinking and behaviour, and attitudes to offending were addressed in three-quarters or more of cases. Plans included positive factors and responded appropriately to identified diversity needs in over three-quarters of cases.
- (6) YOT workers were actively and meaningfully involved throughout the custodial planning process in 13 of the 17 relevant cases.
- (7) There was a community intervention plan or referral order contract in all except 1 one of the 60 cases where one was required. Plans were completed on time in almost all cases and sufficiently addressed offending-related factors in three-quarters. Thinking and behaviour, and attitudes to offending were addressed in almost all plans, whilst ETE, substance misuse and physical health were addressed in over three-quarters. Plans included positive factors (87%) and responded appropriately to identified diversity needs (72%).

- (8) Community intervention plans gave clear shape to the order (84%); focused on achievable change (85%); reflected sentencing purposes (90%); set relevant goals (80%); set realistic timescales (73%); and reflected national standards (92%). Objectives within community intervention plans were sequenced according to offending related factors in 72% of cases and took account of victims' issues in 80%.
- (9) Children and young people were actively engaged in the planning process in 81% of cases; parents/carers in 78%.
- (10) A number of workers from within the YOT and other agencies were actively and meaningfully involved in the planning process in both custodial and community cases: secure establishments (100%), physical health services (91%), ETE providers (89%), and substance misuse services (73%).
- (11) Intervention plans were reviewed at appropriate intervals in all custody cases, and in almost three-quarters of community cases.

***Areas for improvement:***

- (1) The case manager had assessed the child or young person's learning style in 54% of cases.
- (2) Initial assessments included information from substance misuse services in 8 of the 20 relevant cases.
- (3) Custodial sentence plans addressed offending-related factors such as family and personal relationships, emotional well-being and motivation to change, in 11 (65%) of 17 cases. They integrated RMPs in 5 of 16 cases, took into account Safeguarding needs in 7 of 13 and incorporated the child or young person's learning style in 6 of 17.
- (4) Objectives within custodial sentence plans were prioritised according to *RoH* in 10 of 16 cases, inclusive of appropriate Safeguarding work in 4 of 12, sequenced according to offending-related need in 11 of 17, sensitive to diversity issues in 7 of 12, and took account of victims' issues in 10 of 16.
- (5) Community sentence plans addressed neighbourhood factors related to offending in 4 (20%) of 20 relevant cases; and family and personal relationships in 19 (53%) of 36. They integrated RMPs in 13 (42%) of 31 cases; took into account Safeguarding needs in 17 (53%) of 32; and incorporated the child or young person's learning style in 60% of cases.
- (6) Objectives within community sentence plans were prioritised according to *RoH* in 59% of cases, inclusive of appropriate Safeguarding work in 52%, and sensitive to diversity issues in two-thirds.
- (7) A number of agencies were engaged fully in the planning process in around two-thirds of relevant cases or less: emotional/mental health services, ASB team, children's social care and accommodation. The police were involved in just over a half of relevant cases.

### 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:**

**73%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) An Asset vulnerability screening was completed in 94% of cases and was on time in 85%.
- (2) The secure establishment was made aware of vulnerability issues prior to, or immediately on, sentence in 12 of the 16 relevant cases.

**Areas for improvement:**

- (1) Asset vulnerability screenings were of sufficient quality in 56% of cases. Safeguarding needs were subsequently reviewed as appropriate in 65% of cases.
- (2) A VMP was completed in 14 (47%) of 30 cases where we judged that one was required; was timely in 12 (40%); and of sufficient quality in 8 (27%).
- (3) In those cases where a VMP had been completed, three contributed to, or informed, interventions and three contributed to other plans.
- (4) There were copies of other plans to deal with vulnerability on file in 7 (41%) of 17 relevant cases. There was evidence that a contribution had been made, through other assessments and plans to safeguard the child or young person, in 11 (61%) of 18 cases.
- (5) We judged there had been effective management oversight of the vulnerability assessment in 18 (42%) of 43 relevant cases.

**OVERALL SCORE for quality of Assessment and Sentence Planning work: 73%**

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

Diversity was seen as important by YOT staff and we noted the constructive way in which staff helped each other by sharing practical information about the different languages and cultures of the families with which they worked, as well as having close working relationships with community-based organisations. It was also positive that Viewpoint and *What do YOU think?* questionnaires were regularly used by the YOT to ascertain children and young people's views, although in some of the cases in our sample *What do YOU think?* was used in the later stages of supervision rather than at the start.

The YOT had established meetings, involving managers and practitioners, to oversee High RoSH cases, and discuss MAPPA eligible cases and cases with significant vulnerability issues. These were welcomed by case managers, although it was not clear to what extent the meetings had contributed to improving the original standard of what were, on the whole, plans of mixed quality.

## 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:**

**67%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) *RoH* was reviewed thoroughly in line with required timescales in 73% of cases.
- (2) Changes in *RoH*/acute factors were anticipated in 70% of relevant cases.
- (3) Case managers and other relevant staff contributed effectively to multi-agency meetings in 10 of the 13 custody cases where it was required.
- (4) Purposeful home visits were carried out throughout sentence in 78% of cases where there were *RoH* issues and 81% of cases where there were Safeguarding issues.
- (5) A full assessment of the safety of victims was carried out in 70% of relevant cases.
- (6) We judged that in 87% of cases appropriate resources had been allocated according to the *RoH* posed by the child or young person.
- (7) In custody, there was a review of specific interventions to manage *RoH* in five of the seven relevant cases. Management oversight of *RoH* was effective in 13 of the 16 cases in custody.
- (8) In the one case that was managed at MAPPA Level 2, there was evidence that the YOT and other agencies had contributed effectively to MAPPA.

**Areas for improvement:**

- (1) *RoH* was reviewed thoroughly following a significant change in circumstances in 13 (45%) of 29 cases.
- (2) Changes in *RoH*/acute factors were identified swiftly in 21 (60%) of 35 cases and acted upon appropriately in 17 (52%) of 33 cases.



- (3) High priority had been given to victim safety in 20 (61%) of 33 cases.
- (4) Specific interventions to manage *RoH* in the community were reviewed following a significant change in 45% of relevant cases. In custody, interventions were delivered in 9 of 16 cases.

<b>2.2 Reducing the Likelihood of Reoffending:</b>	
<p><b><i>General Criterion:</i></b></p> <p><i>The case manager coordinates and facilitates the structured delivery of all elements of the intervention plan.</i></p>	
<p><b><i>Score:</i></b></p> <p><b><i>86%</i></b></p>	<p><b><i>Comment:</i></b></p> <p><b><i>MINIMUM improvement required</i></b></p>

***Strengths:***

- (1) Almost all interventions delivered in the community were designed to reduce the LoR, and the great majority were appropriate to the child or young person’s learning style and of good quality. Around three-quarters were implemented in line with the sentence plan, sequenced and reviewed appropriately and incorporated all diversity issues.
- (2) The YOT was appropriately involved in the review of interventions in custody in all except 1 of the 16 custody cases (94%).
- (3) Based on the YOT assessment of LoR and *RoH*, we felt the initial Scaled Approach level was correct in all except two cases. Appropriate resources were allocated according to LoR throughout the sentence in almost all cases.
- (4) All requirements of the sentence had been implemented in just over three-quarters of cases.
- (5) The YOT worker had actively motivated and supported the child or young person throughout their sentence in 14 of the 16 custody cases, and in 94% of the community cases. YOT workers had also reinforced positive behaviour in 15 of 17 custody cases and 95% of community cases, and had actively engaged parents/carers in 80% of custody cases and 93% of community cases.

### 2.3 Safeguarding the child or young person:

**General Criterion:**

*All reasonable actions have been taken to safeguard and reduce the vulnerability of the child or young person.*

**Score:**

**69%**

**Comment:**

**MODERATE improvement required**

**Strengths:**

- (1) The YOT worked with a range of agencies to promote the Safeguarding and well-being of children and young people in the community. There was joint working with secure establishments and the ASB team in all relevant cases, with ETE providers and physical health services in nearly all cases, and with children's social care services in 17 of 24 relevant cases.
- (2) In relation to Safeguarding and well-being of children and young people whilst in custody, there was effective joint working with the secure establishment in 16 of the 17 cases; and with ETE providers, physical health services and substance misuse services in over three-quarters of cases. There was a similar level of joint working with these agencies (and with accommodation services) to ensure continuity in the provision of mainstream services in the transition from custody to the community.
- (3) Specific interventions to promote Safeguarding in the community incorporated those identified in the VMP in 10 of 13 relevant cases.
- (4) All relevant staff had promoted the well-being of the child or young person in 88% of custody cases and 85% of community cases.

**Areas for improvement:**

- (1) All necessary immediate action had been taken to safeguard and protect the child or young person in 3 of 5 cases in custody and 13 of 20 cases in the community. All necessary immediate action had been taken to safeguard and protect other children and young people in 2 of 5 cases in custody and 7 of 15 cases in the community.
- (2) All necessary referrals had been made to ensure Safeguarding in four of nine cases in custody and 19 (63%) of 30 cases in the community.
- (3) YOT workers had worked with emotional/mental health services and the police to promote the Safeguarding and well-being of children and young people in custody in less than two-thirds of relevant cases, and in half or less than half of community cases where relevant. There was evidence of joint working with emotional/mental health services to ensure continuity in the provision of mainstream services on release from custody in five of ten cases where this was a relevant factor.

- (4) Specific interventions to promote Safeguarding in the community were identified in two-thirds of the 32 cases where this was a relevant factor, delivered in 56% and reviewed in 48%.
- (5) Specific interventions to promote Safeguarding in custody were identified in 8 of 13 relevant cases, and were delivered and reviewed in four. In half of cases, specific interventions incorporated those that had been identified in the VMP.
- (6) We assessed there had been effective management oversight of Safeguarding and vulnerability needs in 4 of 13 cases in custody, and 24 (59%) of 41 cases in the community.

**OVERALL SCORE for quality of Delivery and Review of Interventions work: 75%**

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

It was a positive feature of the inspection that much of the content of individual entries in the contact log on YOIS was full and detailed, although in some cases we noted that the ordering of the entries themselves was sometimes confusing.

We noted that Bradford YOT paid particular attention to the importance of addressing physical health in helping a child or young person to develop and to avoid reoffending, and this was reflected in the close liaison by case managers with the YOT nurses and a number of sports and leisure partnerships that appeared well used.

Bradford YOT had developed close working links, at both management and practitioner levels, with other organisations tackling child sexual exploitation, and there was a high level of staff awareness about the need for vigilance in this area.

### 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:***

**62%**

***Comment:***

***MODERATE improvement required***

***Strengths:***

- (1) All reasonable action had been taken to keep the child or young person safe in 41 (73%) of the 56 cases where we judged there were Safeguarding concerns.
- (2) Frequency of offending appeared to have reduced in 31 out of 52 cases (60%), and seriousness of offending in 29 out of 51 cases (57%), where it was possible to apply this judgement.

***Areas for improvement:***

- (1) *RoH* had been effectively managed in 68% of cases.
- (2) The YOT had taken enforcement action sufficiently well in 17 (65%) of the 26 cases where it had been required.

### 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 integration issues in all custody cases, and 84% of community cases.
- (2) Action had been taken or planned to ensure that positive outcomes were sustainable in 15 (88%) of 17 custody cases, and 81% of community cases.

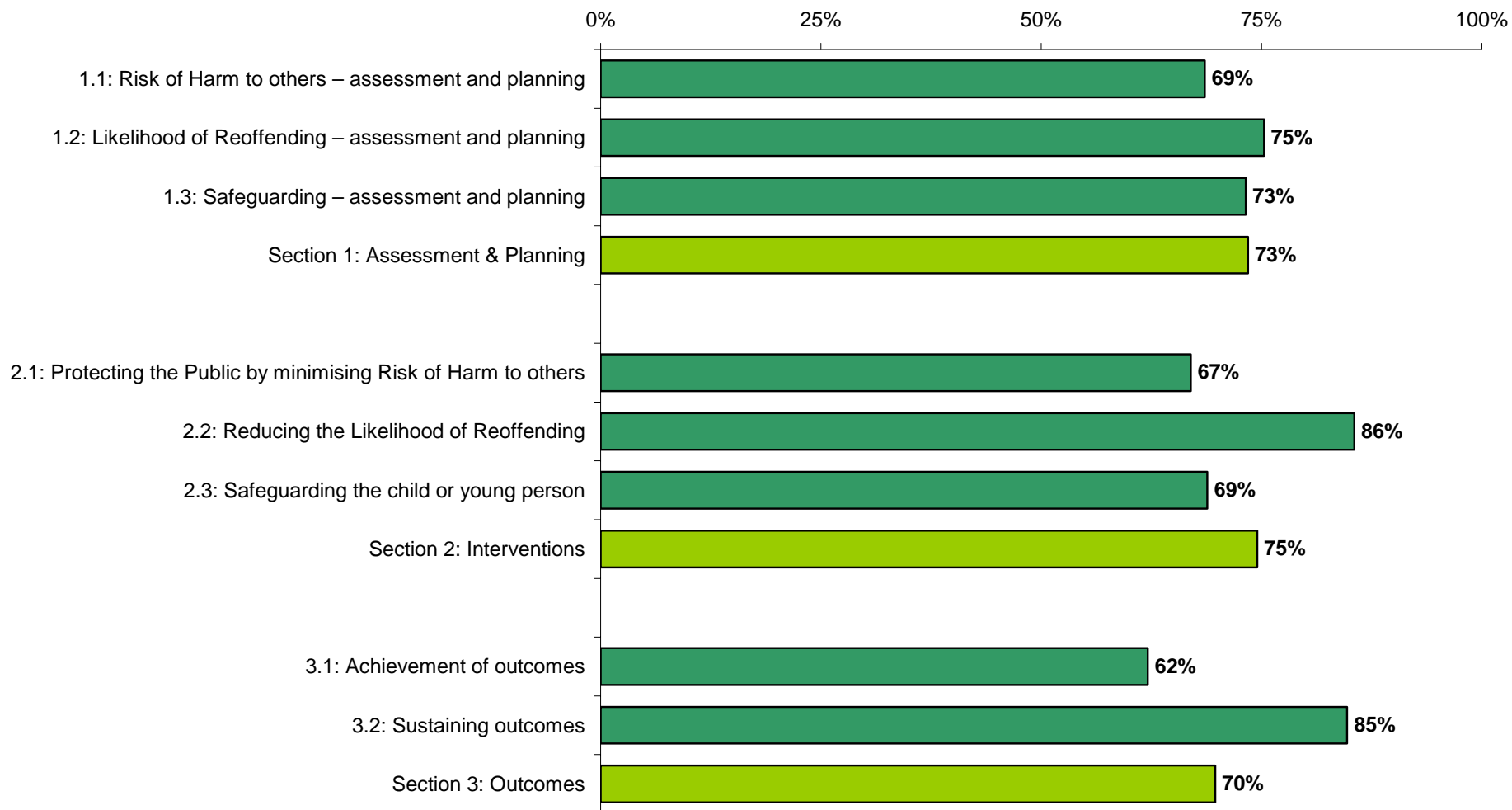
**OVERALL SCORE for quality of Outcomes work: 70%**

**COMMENTARY on Outcomes as a whole:**

The YOT had a policy of ensuring that children and young people received interventions from within community based organisations where appropriate, and protocols were in place with Education to permit direct access to Pupil Referral and other units. There was also a protocol with a housing agency to give the YOT access to flats where young people would be helped by a support worker.

## Appendix 1: Summary

### Bradford CCI General Criterion Scores



## Appendix 2: Contextual information

### Area

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

The area had a population of 467,665 as measured in the Census 2001, 11.8% of which were aged 10 to 17 years old. This was higher than the average for England/Wales, which was 10.4%.

The population of Bradford was predominantly white British (78.3%). The population with a black and minority ethnic heritage (21.7%) was above the average for England/Wales of 8.7%.

Reported offences for which children and young people aged 10 to 17 years received a pre-court disposal or a court disposal in 2008/2009, at 53 per 1,000, were above the average for England/Wales of 46.

### YOT

The YOT covered Bradford, Ilkley, Keighley, Shipley and Bingley. Its boundaries were within those of the West Yorkshire police and probation areas. Bradford & Airedale Community Health Services covered the area.

The YOT was located within the Children's Directorate of Bradford Metropolitan Borough Council. It was managed by the YOT Manager.

The YOT Management Board was chaired by the Director for Children's Services.

The YOT Headquarters and operational base was in Bradford. ISSP was provided through a partnership arrangement with NACRO.

### YJB National Indicator Performance Judgement

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

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

On these dimensions, the YJB scored Bradford YOT 22 out of a maximum of 28 (for English YOTs); this score was judged by the YJB to be performing well.

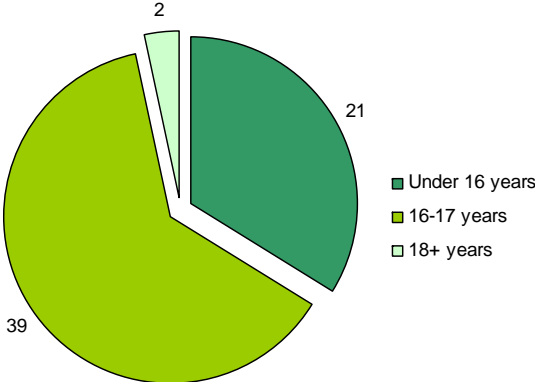
Bradford YOT's reoffending performance was judged by the YJB to be improving significantly and was significantly better than similar *family group* YOTs.

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

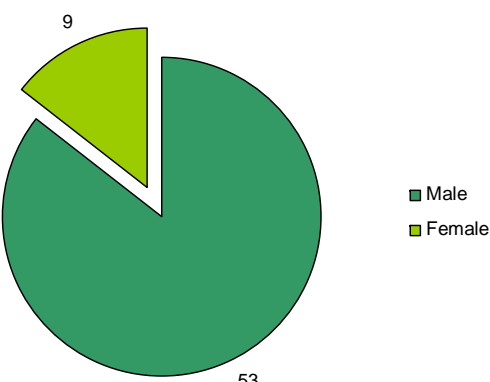
<http://www.yjb.gov.uk/en-gb/practitioners/Monitoringperformance/Youthjusticeplanning/>

**Appendix 3a: Inspection data chart**

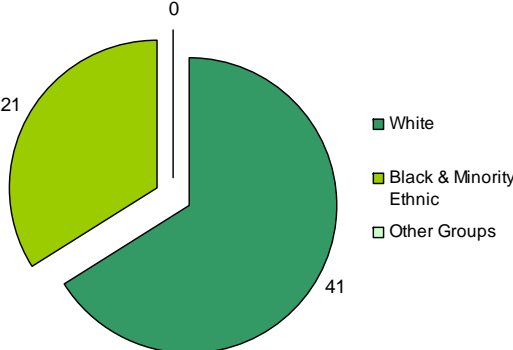
**Case Sample: Age at start of Sentence**



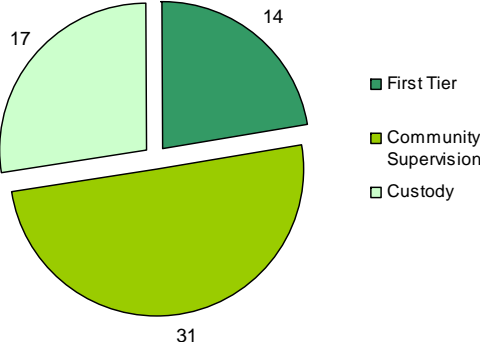
**Case Sample: Gender**



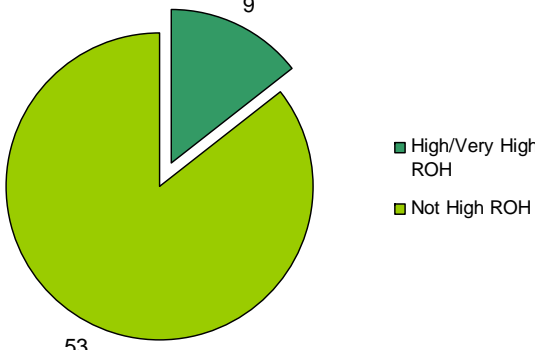
**Case Sample: Ethnicity**



**Case Sample: Sentence Type**



**Case Sample: Risk of Harm**





## **Appendix 3b: Inspection data**

Fieldwork for this inspection was undertaken in October 2010.

The inspection consisted of:

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

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

## **Appendix 4: Role of HMI Probation and Code of Practice**

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

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

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

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

## Appendix 5: Glossary

ASB/ASBO	Antisocial behaviour/Antisocial Behaviour Order
Asset	A structured assessment tool based on research and developed by the Youth Justice Board looking at the young person's offence, personal circumstances, attitudes and beliefs which have contributed to their offending behaviour
CAF	Common Assessment Framework: a standardised assessment of a child or young person's needs and of how those needs can be met. It is undertaken by the lead professional in a case, with contributions from all others involved with that individual
CAMHS	Child and Adolescent Mental Health Services: part of the National Health Service, providing specialist mental health and behavioural services to children and young people up to at least 16 years of age
Careworks	One of the two electronic case management systems for youth offending work currently in use in England and Wales. See also YOIS+
CRB	Criminal Records Bureau
DTO	Detention and Training Order: a custodial sentence for the young
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>
ISSP	Intensive Supervision and Surveillance Programme: this intervention is attached to the start of some orders and licences and provides initially at least 25 hours programme contact including a substantial proportion of employment, training and education
LoR	Likelihood of Reoffending. See also <i>constructive</i> Interventions
LSC	Learning and Skills Council
LSCB	Local Safeguarding Children Board: set up in each local authority (as a result of the Children Act 2004) to coordinate and ensure

	the effectiveness of the multi-agency work to safeguard and promote the welfare of children in that locality.
MAPPA	Multi-Agency Public Protection Arrangements: where probation, police, prison and other agencies work together locally to manage offenders who pose a higher <i>Risk of Harm to others</i>
Ofsted	Office for Standards in Education, Children's Services and Skills: the Inspectorate for those services in England (not Wales, for which see Estyn)
PCT	Primary Care Trust
PPO	Prolific and other Priority Offender: designated offenders, adult or young, who receive extra attention from the Criminal Justice System agencies
Pre-CAF	This is a simple 'Request for Service' in those instances when a Common Assessment Framework may not be required. It can be used for requesting one or two additional services, e.g. health, social care or educational
PSR	Pre-sentence report: for a court
RMP	Risk management plan: a plan to minimise the individual's <i>Risk of Harm</i>
<i>RoH</i>	<i>Risk of Harm to others. See also restrictive Interventions</i>
<i>'RoHwork', or '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>Risk of Harm</i> ' enables the necessary attention to be given to those offenders for whom lower <i>impact/severity</i> harmful behaviour is <i>probable</i>
Safeguarding	The ability to demonstrate that all reasonable action has been taken to keep to a minimum the risk of a child or young person coming to harm.
SIFA	Screening Interview for Adolescents: Youth Justice Board approved mental health screening tool for specialist workers
SQIFA	Screening Questionnaire Interview for Adolescents: Youth Justice Board approved mental health screening tool for YOT workers
VMP	Vulnerability management plan: a plan to safeguard the well-being of the individual under supervision
YJB	Youth Justice Board for England and Wales
YOI	Young Offenders Institution: a Prison Service institution for young people remanded in custody or sentenced to custody
YOIS+	Youth Offending Information System: one of the two electronic case management systems for youth offending work currently in use in England and Wales. See also Careworks
YOS/T	Youth Offending Service/Team