



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:

Manchester

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Foreword

This Core Case Inspection of youth offending work in Manchester took place as part of the Inspection of Youth Offending programme. We have examined a representative sample of youth offending cases from the area, and have judged how often the Public Protection and the Safeguarding aspects of the work were done to a sufficiently high level of quality. Our findings will also feed into the wider annual Comprehensive Area Assessment process.

We judged that the Safeguarding aspects of the work were done well enough 64% 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 51% of the time, and the work to make each individual less likely to reoffend was done well enough 62% of the time. A more detailed analysis of our findings is provided in the main body of this report, and summarised in a table in Appendix 1.

We also found that the slow responsiveness of the youth offending information system case management system was making it more difficult for case managers to do their job properly.

Overall, we consider this an average set of findings. The implementation of the recommendations in this report will contribute to positive prospects for the future for Manchester YOS.

Andrew Bridges
HM Chief Inspector of Probation

September 2009

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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.

Safeguarding score:	
This score indicates the percentage of <i>Safeguarding</i> work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
Score: 64%	Comment: MODERATE 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: 51%	Comment: 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: 62%	Comment: MODERATE improvement required

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

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 (YOS Head of Service)
- (2) as a consequence of the assessment, relevant plans are specific about what will be done in order to Safeguard the child or young person's well-being, to make him/ her less likely to reoffend, to minimise any identified *Risk of Harm to others* and to increase victim safety (YOS Head of Service)
- (3) the plan of work with the case is regularly reviewed with a frequency consistent with the national standard for youth offending services (YOS Head of Service)
- (4) the case manager clearly retains the active role of managing the case even when interventions are being delivered by others (YOS Head of Service)
- (5) there is evidence in the file of regular quality assurance by management, as appropriate to the specific case (YOS Head of Service)
- (6) compliance by the child or young person with the court's sentence is properly recorded and the enforcement action is taken in accordance with the national standard (YOS Head of Service)
- (7) a sufficient quality of case recording is achieved (YOS Head of Service)
- (8) the functionality of the youth offending information system is improved (Chair of 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

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

- ◇ The majority of children and young people knew why they came to the YOS, were told what would happen when they attended and had completed a *What do YOU think?* form.
- ◇ Three-quarters felt that YOS staff were interested in helping them and that action had been taken to deal with things they had raised about their needs.
- ◇ In most cases YOS staff had listened to what children and young people had to say.
- ◇ Half of the respondents felt that the YOS had helped them make better decisions and several said they had been helped to understand their offending and difficulties they experienced at school. A minority were assisted with feeling safer/ happier and with issues related to alcohol and relationships.
- ◇ Just under three-quarters felt they were less likely to offend because of their work with the YOS. Half were completely satisfied with the service given by the YOS.
- ◇ One child or young person commented, *"My YOS worker is the best one I have had because they helped me realise that offending is a bad idea"*.

Victims

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

- ◇ One victim was positive about his/ her experience with the YOS. They felt that the YOS had explained about the services it could offer, had taken their needs into account and allowed them to talk about any concerns regarding the offence or the child or young person who had committed the offence. He/ she felt they had benefited from work done by the child or young person who had committed the offence. Attention had been paid to their safety. He/ she was almost completely satisfied with the service given to them by the YOS.
- ◇ The second victim was very negative about his/ her experience and answered all the questions accordingly. They were not satisfied with the service given by the YOS at all.

Sharing good practice

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

Delivery and Review of Interventions

General Criterion: 2.2

The case manager knew that John found it difficult to sit still and concentrate. She engaged him in discussion over jigsaw puzzles and also used the game of Jenga to keep him focused. She would say that if she removed a wooden block and the tower didn't fall over, she could ask him any question and he had to answer. Then she would ask him about peer pressure and other issues. If he knocked the tower over, she could ask him five questions. This was an example of a case manager successfully engaging and challenging a child or young person with learning difficulties.

Delivery and Review of Interventions

General Criterion: 2.2

David was 15 years old. He had missed out on exams when he was sentenced to a detention and training order. He had been attending a school for educational and behavioural difficulties, where he was taking GCSEs and undertaking the Duke of Edinburgh award. Because of the timing of his sentence, he would have missed taking his GCSEs. The work he had done before sentence was taken into the secure establishment, where he continued his studies. The work completed in the secure establishment then continued in the community on his release. He started entry-level awards and successfully completed the Duke of Edinburgh scheme, achieving a bronze award. David was released on a Friday and back in school the following Monday, having been monitored and visited by the police over the weekend. This case demonstrates how continuity of services between custody and community can be achieved with positive outcomes.

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:

56%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) A RoH screening had been carried out in 93% of cases and completed on time in 69%.
- (2) A full RoSH assessment was carried out in 71% of cases where a need had been indicated. Inspectors agreed with the RoH classification in 86% of cases.
- (3) Where there was no requirement for a RMP the need for planning for RoH issues had been recognised in nine out of 12 cases and acted on in seven out of ten.

Areas for improvement:

- (1) Where a RoH screening had been done, half were not of a sufficient quality. This was mainly because they were not accurate or were incomplete. In nearly a third of cases the RoH screening triggered a RoSH but it had not been done. In one case a child or young person had committed four robberies and during the order was charged with a further three. However, a RoSH had never been completed.
- (2) There were nine cases where there was no clear RoH classification. Some cases had had more than one RoH classification recorded on the case file or in different parts of the YOIS.
- (3) The RoSH assessment had not been completed on time in 51% of cases and was not of a sufficient quality in 62%. In nine cases the assessment had not addressed risk to any victims and, in seven cases, the RoH classification was incorrect. In a small number of cases the assessment had not addressed or analysed the current offence.

- (4) The RoSH was forwarded to the custodial establishment within 24 hours in ten out of 17 cases.
- (5) In three-quarters of relevant cases there had not been effective management oversight of the *RoH* assessment. This was due to the lack of RMPs for medium *RoH* cases, which would have required a countersignature and discussion between the case manager and their line manager. There was some evidence that managers had been involved in case discussion but the record of what had taken place was unclear, for example 'case discussed with manager and management of case agreed'.
- (6) In under half of the cases, details of the RoSH assessment and management of the case had not been appropriately communicated to those staff and agencies involved with the child or young person.
- (7) In 58% of relevant cases the RoSH assessment had not drawn adequately on all appropriate information, including from MAPPAs, other agencies and previous assessments and from victims.
- (8) A RMP was completed in only two out of 29 cases. One RMP had not been completed on time, countersigned or of sufficient quality because it had not addressed victim issues or defined the roles and responsibilities of those staff involved in the case. Several staff did not know anything about RMPs, when they should be completed and where the form could be found.
- (9) In one out of three cases the referral to MAPPAs had been timely. One case should have been under MAPPAs. In one out of two cases under MAPPAs it was judged that the category was not accurate and the level of management incorrect.

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:	Comment:
57%	<i>SUBSTANTIAL improvement required</i>

Strengths:

- (1) In 89% of cases an initial assessment of the LoR had been completed. There had been active engagement with the child or young person to carry out the assessment in 83% of cases and with parents/ carers in 78%.
- (2) Assessments had been informed by contact with, or assessments from,

mental health (63%), the ASB team (62%), the police (74%) and other relevant agencies (100%).

- (3) The initial assessment had been forwarded to the custodial establishment within 24 hours in 73% of cases.
- (4) In 95% of cases there had been an intervention plan or referral order contract and 61% sufficiently addressed criminogenic factors, mainly thinking and behaviour, perception of self and others, attitudes to offending, ETE, motivation to change and substance misuse.
- (5) Intervention plans reflected sentencing purposes in 90% of cases and national standards in 77%. Appropriate Safeguarding work had been included in 68% of plans.
- (6) Secure establishments had been actively and meaningfully involved in the planning process in 87% of relevant cases.

Areas for improvement:

- (1) The assessment of LoR had not been sufficient in 46% of cases. In 21 cases there was unclear or insufficient evidence to support the scores and 18 assessments had not been completed on time. In some cases, Assets had been prepared several months after the order or licence had commenced or they had been cloned or pulled through from the Asset prepared at the pre-sentence report stage. Positive influences had not been identified in nine cases. A minority of assessments had not addressed diversity and vulnerability issues or covered all the relevant criminogenic factors.
- (2) In a small number of cases, physical health and substance misuse issues had not been identified, nor had issues concerning statutory and post-16 education and training.
- (3) In 83% of cases the case manager had not assessed the learning style of the child or young person and in 84% *What do YOU think?* had not informed the assessment. A learning style questionnaire was available but case managers rarely used it.
- (4) In relevant cases there had been limited contact with, or use of evidence from previous assessments from, children's social care services (40%), ETE providers (59%), physical health (43%), substance misuse (38%) and the secure establishment (50%) to inform the initial Asset.
- (5) The initial assessment had been reviewed at appropriate intervals in only 57% of cases. One case manager felt it was unrealistic to change the score of Asset after only three months even though there had been improvements. In another case there had been a dramatic change in the overall score from 27 to eight. A number of final Assets were exactly the same as the initial Asset. In one case the phrase 'transferred to probation' had been added to each section without taking into account any changes in the previous three months. In another case the initial Asset had been completed after the order had expired.
- (6) The intervention plan had not addressed criminogenic factors sufficiently in

39% of cases when, in the view of the inspection team, it should have done. The main factors that had not been addressed were neighbourhood (80%), physical health (78%), living arrangements (57%), family and personal relationships (46%) and emotional or mental health and lifestyle (40%).

- (7) Intervention plans had integrated the RMP in only two out of 27 cases. Plans had incorporated the child or young person's learning needs/ style in 21%, had taken into account Safeguarding needs in 49% and included positive factors in 53%.
- (8) In only half the plans had relevant goals been set and often they were two words and not outcome focused. Many plans had included goals such as 'peer pressure', 'family support', 'offending behaviour' and 'cannabis use'. In 57% the plan had given a clear shape to the order and focused on achievable change and, in under half, had realistic timescales been set.
- (9) Plans had not been prioritised according to *RoH* (61%), sequenced according to offending-related need (60%) or sensitive to diversity (51%) or victims' issues (45%). Two case managers said that they had been told by their line manager to record 'urgent, must do' against all objectives.
- (10) Children and young people had not been actively or meaningfully involved in the planning process in 37% of cases and parents/ carers in 42%.
- (11) There was not enough evidence of relevant external agencies being meaningfully involved in the planning process, particularly physical health (30%), the ASB team (43%) and substance misuse (51%).
- (12) The intervention plan had been reviewed in 49% of cases.

1.3 Safeguarding:	
General Criterion:	
<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>	
Score: 58%	Comment: SUBSTANTIAL improvement required

Strengths:

- (1) In 95% of cases an Asset vulnerability screening had been completed.
- (2) The secure establishment had been made aware of vulnerability issues prior to, or immediately on, sentence and there had been active liaison and information sharing with the custodial establishment about Safeguarding

issues in 76% of relevant cases.

Areas for improvement:

- (1) Just under a third of Asset vulnerability screenings had not been completed on time and 43% were not of a sufficient quality.
- (2) The assessment of Safeguarding needs had been reviewed as appropriate in 61% of cases.
- (3) Inspectors were of the opinion that, in 39% of cases, there should have been a VMP. There were only four out of 33 cases where a VMP had been completed, one out of four had been completed on time and three were of a sufficient standard. Three out of four had contributed to, and informed, interventions and two to other relevant plans.
- (4) In 63% of cases, copies of plans (care, pathway or protection) were on file. A contribution had been made, through the CAF and those other assessments and plans designed to safeguard the child or young person in 11 out of 27 cases.
- (5) There had been effective management oversight of the vulnerability assessment in just over half of the cases.

OVERALL SCORE for quality of Assessment and Sentence Planning work: 57%

COMMENTARY on Assessment and Sentence Planning as a whole:

From January 2009 until March 2009 YOIS was either not available or running very slowly. This was because of a number of viruses that had infected the local authority ICT system. The YOS Head of Service had been liaising with the Deputy Chief Executive emphasising the business risks involved, including Safeguarding and *RoH* issues not being addressed or information sent to institutions and national standards not being met because staff could not access YOIS. Tactics to minimise disruption were introduced. However, it was clear from our interviews with case managers that this had been a very frustrating period of time for them and one contributory factor for the late completion of many Assets in the case sample. The inspection team also noted how slow the system was compared to how YOIS performed in other authorities, which may be indicative of other ICT system issues that needed to be addressed.

In 2006 Manchester YOS introduced a risk led framework where cases assessed as high or very high *RoSH* or vulnerability were discussed at case planning forums. Case managers completed a risk management booklet that contained a RMP and a VMP and was stored on the shared drive. The case manager was also expected to reproduce the RMP and VMP on YOIS. However, this was seen by practitioners as duplication and was not happening. There was some confusion amongst some staff about where YOIS documentation fitted with the case planning forum process and about the difference between *RoH* and vulnerability.

Many staff were not familiar with YOIS. They were not aware that medium RoSH or vulnerability cases required a RMP or VMP.

The inspection team also found that, if a child or young person was made the subject of two or more consecutive orders over a period of time, the new order was treated as a continuation of the old order. Consequently, in several cases, new assessments or induction processes were not completed.

In summary, the main issues in assessment and sentence planning were the timeliness and quality of LoR assessments, intervention plans and the completion of RMPs and VMPs.

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:

52%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) The case manager and other relevant staff had contributed effectively to other multi-agency meetings in custody in 91% of cases and in the community in 79%. In one community case, effective contributions had been made to MAPPA processes.
- (2) Appropriate resources had been allocated to address the assessed *RoH* throughout the sentence in 81% of cases.

Areas for improvement:

- (1) *RoH to others* had been thoroughly reviewed no later than three months from the start of sentence in 47% of cases; at least every three months thereafter and at appropriate points in the custodial phase (63%) and following significant change (41%).
- (2) Where there were changes in *RoH/* acute risk factors, they had been anticipated, identified swiftly and acted on appropriately in just over half of the relevant cases.
- (3) Purposeful home visits had been carried out throughout the course of the sentence in accordance with the level of *RoH* posed (60%) and Safeguarding issues (66%). It was not always clear why home visits had not taken place. One case manager commented that they were reluctant to work after 5pm or go into people's homes.
- (4) A full assessment of the safety of victims had been carried out in only 18% of cases and a high priority given to victim safety in just under a quarter. The majority of staff had not been identifying domestic violence as a risk factor and any associated victim safety issues when the child or young person was

either a potential victim or perpetrator within their family or with a partner.

- (5) Specific interventions to manage *RoH to others* in the community had been identified in 67% of cases, incorporated in the RMP in 11%, delivered as planned in 55% and reviewed every three months or following a significant change in 40%. In custody cases there was less evidence that *RoH* interventions had been identified, incorporated into the RMP, delivered as planned and reviewed.

2.2 Reducing the Likelihood of Reoffending:	
General Criterion:	
<i>The case manager coordinates and facilitates the structured delivery of all elements of the intervention plan.</i>	
Score:	Comment:
68%	MODERATE improvement required

Strengths:

- (1) Delivered interventions in the community had been implemented in line with the intervention plan (69%), designed to reduce the LoR (79%) and matched PPO status (100%).
- (2) In 96% of cases the YOS had been appropriately involved in the review of interventions in custody.
- (3) Appropriate resources had been allocated according to the assessed LoR throughout the sentence in 86% of cases.
- (4) The case manager had actively motivated and supported the child or young person in custody (91%) and in the community (87%) and, where appropriate, had actively engaged parents/ carers in 86% and 85% of cases respectively. The case manager had reinforced positive behaviour in custody (91%) and in the community (77%).

Areas for improvement:

- (1) Delivered interventions in the community had been appropriate to learning style and sequenced appropriately (41%) and reviewed (44%). Just over half were of good quality and had incorporated all diversity issues. One reason why delivered interventions were not judged as being of good quality was due to poor recording and not using the case diary in YOIS. The inspection team did not know what was involved in a one-to-one session because there was no record about what had been covered, how the child or young person had responded, what progress had been made or any new information gained. Comments such as, 'Reported all ok' or 'Home visit, no issues' were not acceptable. It was also noted that, in a number of cases, telephone calls

or children and young people attending education had been counted as a national standard contact when it was not always clear that this had been sanctioned by a manager. Many case managers did not know what input the child or young person had been receiving from sessions with the interventions and programme team or when undertaking reparation.

- (2) Case managers needed more tools and resources for their work with children and young people to address thinking and behaviour and attitudes to offending.

2.3 Safeguarding the child or young person:	
General Criterion: <i>All reasonable actions have been taken to safeguard and reduce the vulnerability of the child or young person.</i>	
Score: 75%	Comment: MODERATE improvement required

Strengths:

- (1) In just over three-quarters of cases all necessary immediate action had been taken to safeguard and protect the child or young person in custody and in 69% of those in the community.
- (2) In the majority of custody and community cases all necessary immediate action had been taken to safeguard and protect other affected children and young people.
- (3) In all custody and 75% of community cases necessary referrals to ensure Safeguarding had been made to other relevant agencies.
- (4) In the majority of cases other YOS workers and all relevant agencies had worked together to promote the Safeguarding and well-being of the child or young person in custody and in the community and ensured continuity of the provision of mainstream services.
- (5) In most custody cases specific interventions to promote Safeguarding had been identified, delivered and reviewed.
- (6) In the community there were two VMPs that incorporated specific interventions to promote Safeguarding.
- (7) In the majority of custody and community cases all relevant staff had supported and promoted the wellbeing of the child or young person through the course of the sentence.

Areas for improvement:

- (1) There was less evidence that children’s services had worked together with

other YOS workers to promote the Safeguarding and well-being of the child or young person in custody (40%) and in the community (60%) or ensured continuity in the provision of mainstream services in the transition from custody to the community (50%).

- (2) Specific interventions to promote Safeguarding in the community had been identified (68%), delivered (54%) and reviewed every three months or following a significant change (32%).
- (3) There had been effective management oversight of Safeguarding and vulnerability needs in 56% of custody and 47% of community cases.

OVERALL SCORE for quality of Delivery and Review of Interventions work: 65%

COMMENTARY on Delivery and Review of Interventions as a whole:

In early 2008 Manchester YOS introduced an interventions and programmes team. Programmes covered a wide range of topics, including offence focus sessions, interpersonal skills, citizenship and diversity. However, we found that communication between the case manager and those providing interventions was minimal and recording what was actually delivered to the child or young person needed to be improved.

3. OUTCOMES

3.1 Achievement of Outcomes:

General Criterion:

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

Score:

52%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) In cases where criminogenic factors had reduced, those factors were mainly living arrangements (90%), ETE (75%), motivation to change (74%), lifestyle (73%), thinking and behaviour and family and personal relationships (68%).
- (2) There had been a reduction in the frequency of offending in 55% of cases and in seriousness in 59%.
- (3) All reasonable action had been taken to keep the child or young person safe in 72% of cases.

Areas for Improvement:

- (1) *RoH* had been effectively managed in 60% of cases, and in 43% for factors related to offending.
- (2) In 43% of cases the child or young person had not complied with the requirements of the sentence and, in three-quarters of those cases, sufficient enforcement action had not been taken.
- (3) Risk factors linked to Safeguarding had been reduced in 43% of relevant cases.

3.2 Sustaining Outcomes:

General Criterion:

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

Score:

72%

Comment:

MODERATE improvement required

Strengths:

- (1) Full attention had been given to community integration issues in the custodial phase (95%) and in the community (74%).
- (2) Action had been taken, or plans were in place, to ensure that positive outcomes were sustainable during the custodial phase in 84% of cases.

Area for improvement:

- (1) In 61% of community cases, action had been taken, or plans were in place, to ensure that positive outcomes were sustainable.

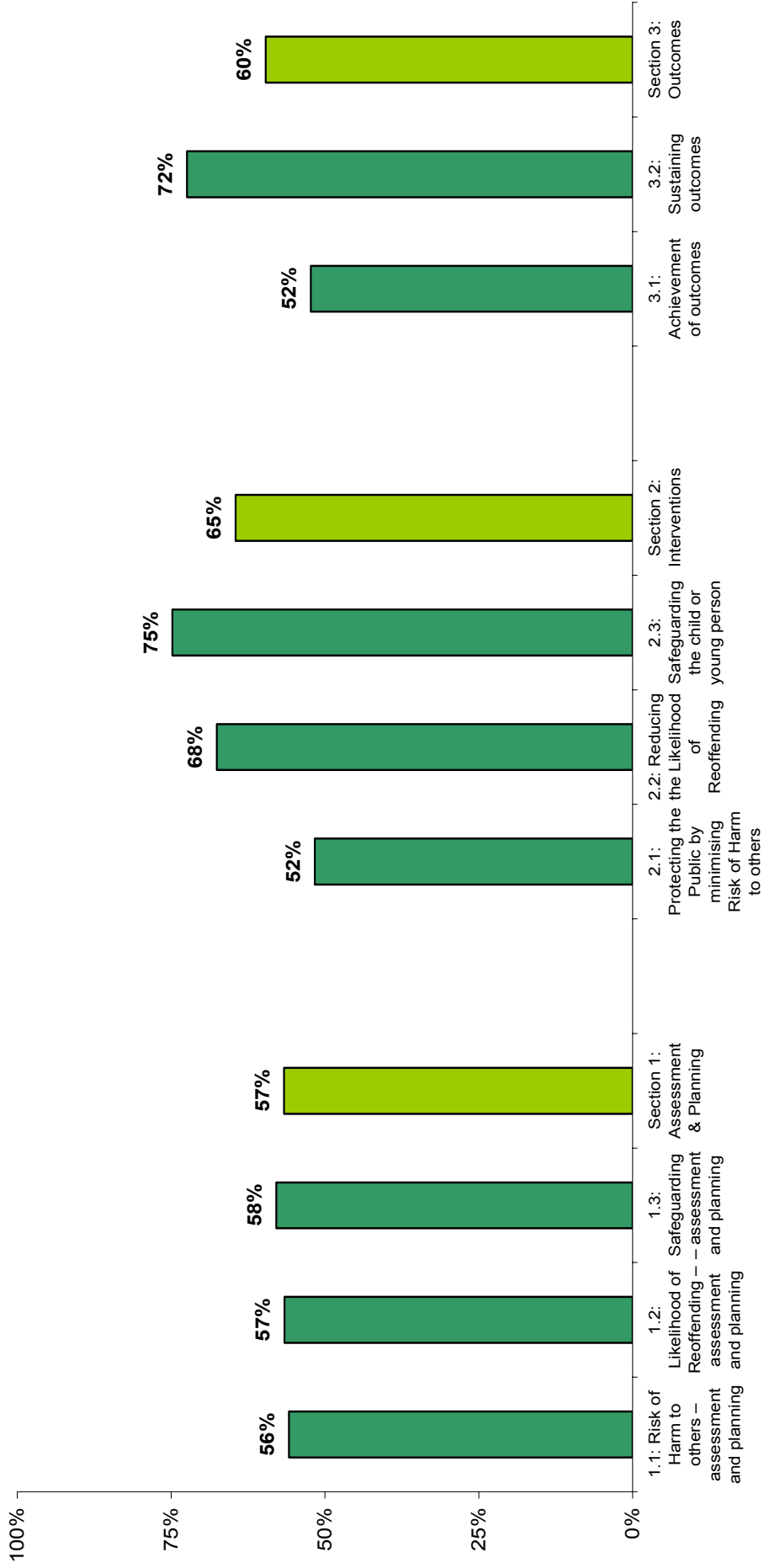
OVERALL SCORE for quality of Outcomes work: 60%

COMMENTARY on Outcomes as a whole:

Compliance and enforcement required attention and more evidence of outcomes being achieved to demonstrate that *RoH* and Safeguarding were being effectively managed. Case managers had given attention to community integration and the sustainability of positive outcomes for custody cases but less so for cases in the community.

Appendix 1: Summary

Manchester CCI June 2009 General Criterion Scores



Appendix 2: Contextual information

Area

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

The area had a population of 392,819 as measured in the Census 2001, 10.7% of which were aged ten to 17 years old. This was slightly higher than the average for England/ Wales, which was 10.4%.

The population of Manchester was predominantly white British (81%). The population with a black and minority ethnic heritage (19%) was above the average for England/ Wales of 8.7%.

Reported offences for which children and young people aged ten to 17 years old received a pre-court disposal or a court disposal in 2008/2009, at 91 per 1,000, were above the average for England/ Wales of 46.

YOS

The YOS boundaries were within those of the Greater Manchester police and probation areas. The Manchester Primary Care Trust covered the area.

The YOS was located within the Chief Executive Department, Crime and Disorder Group. It was managed by the Deputy Chief Executive.

The YOS Management Board was chaired by the Deputy Chief Executive.

The YOS headquarters was in the centre of Manchester. The operational work of the YOS was based in Manchester city centre, Newall Green, Longsight and Crumpsall. The intensive supervision and surveillance programme 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.

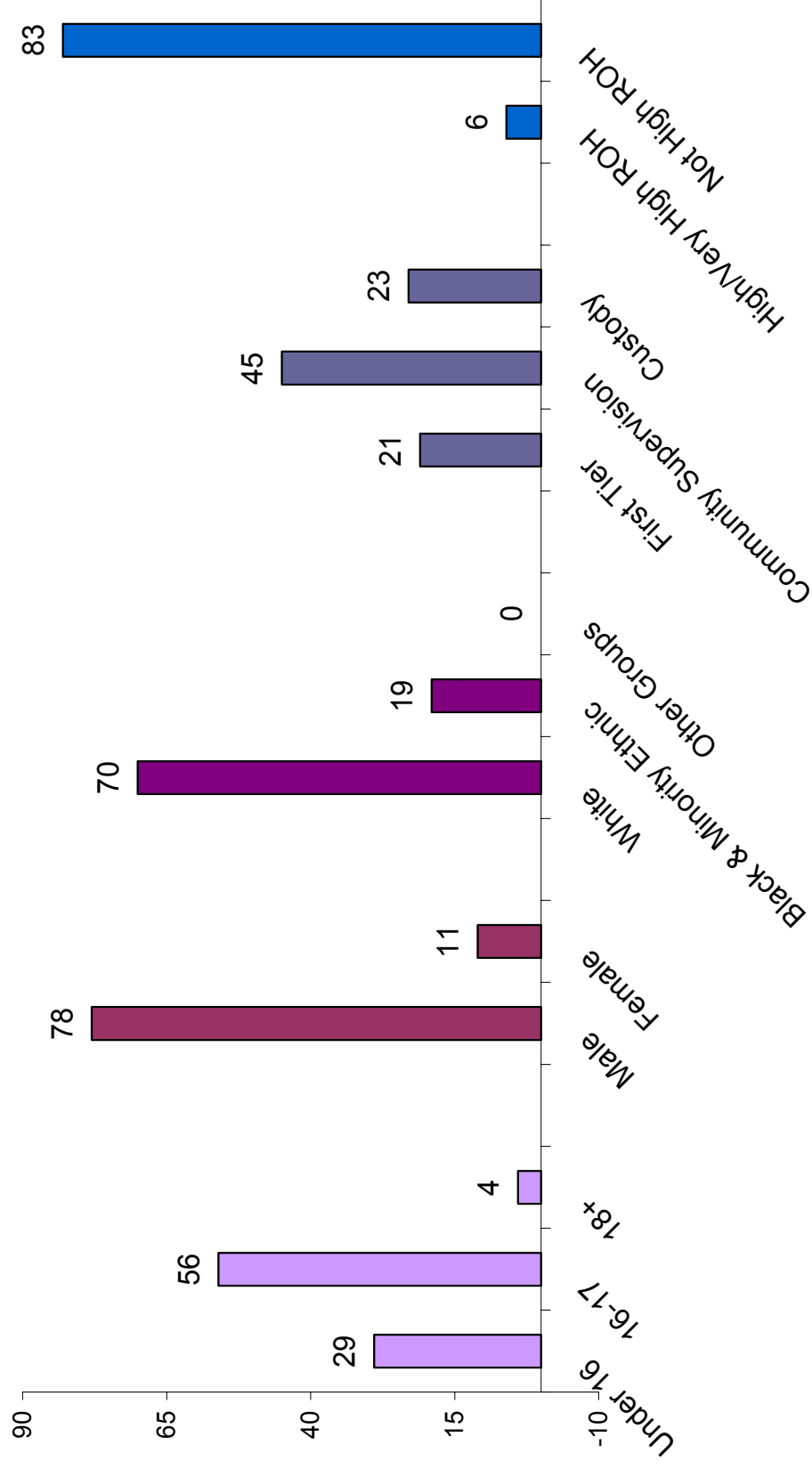
Manchester's performance on ensuring children and young people known to the YOS were in suitable education, training or employment was 64.7%. This was an improvement on the previous year, but below the England average of 72.4%.

Performance on ensuring suitable accommodation by the end of the sentence was 94.5%. This was worse than the previous year and worse than the England average of 95.3%.

The "Reoffending rate after 9 months" was 109%, worse than the England average of 85% (See Glossary).

Appendix 3a: Inspection data chart

Case sample information: Manchester



Appendix 3b: Inspection data

Fieldwork for this inspection was undertaken in June 2009.

The inspection consisted of:

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

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

Appendix 4: Role of HMI Probation and Code of Practice

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

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

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

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

Appendix 5: Glossary

ASB/ ASBO	Antisocial behaviour/ Antisocial Behaviour Order
Asset	A structured assessment tool based on research and developed by the Youth Justice Board looking at the young person's offence, personal circumstances, attitudes and beliefs which have contributed to their offending behaviour
CAF	Common Assessment Framework: a standardised assessment of a child or young person's needs, and of how those needs can be met. It is undertaken by the lead professional in a case, with contributions from all others involved with that individual
CAMHS	Child and Adolescent Mental Health Services: part of the National Health Service, providing specialist mental health and behavioural services to children and young people up to at least 16 years of age
Careworks	One of the two electronic case management systems for youth offending work currently in use in England and Wales. See also YOIS+
CRB	Criminal Records Bureau
DTO	Detention and Training Order, a custodial sentence for the young
Estyn	HM Inspectorate for Education and Training in Wales
ETE	Employment, training and education. Work to improve an individual's learning, and to increase their employment prospects
FTE	Full-time equivalent
HM	Her Majesty's
HMIC	HM Inspectorate of Constabulary
HMI Prisons	HM Inspectorate of Prisons
HMI Probation	HM Inspectorate of Probation
ICT	Information communication technology
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.
MAPPAs	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/YOS, and it can be either more or less than 100%. "110%" would therefore mean that exactly 110 further offences have been counted as having been committed 'per 100 individuals under supervision' in that period. The quoted national average rate for England in early 2009 was 85%
RMP	Risk management plan. A plan to minimise the individual's <i>Risk of Harm</i>
RoH	<i>Risk of Harm to others</i> . See also <i>restrictive Interventions</i>
'RoH work', or 'Risk of Harm work'	This is the term generally used by HMI Probation to describe work to protect the public, primarily using <i>restrictive interventions</i> , to keep to a minimum the individual's opportunity to behave in a way that is a <i>Risk of Harm to others</i>
RoSH	'Risk of Serious Harm', a term used in Asset. HMI Probation prefers not to use this term as it does not help to clarify the distinction between the <i>probability</i> of an event occurring and the <i>impact/ severity</i> of the event. The term <i>Risk of Serious Harm</i> only incorporates 'serious' impact, whereas using 'Risk of Harm' enables the necessary attention to be given to those offenders for whom lower <i>impact/ severity</i> harmful behaviour is <i>probable</i>
SIFA	Screening Interview for Adolescents (Youth Justice Board approved mental health screening tool for specialist workers)
SQIFA	Screening Questionnaire Interview for Adolescents (Youth Justice Board approved mental health screening tool for YOT/YOS 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