



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:

Slough

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Foreword

This Core Case Inspection of youth offending work in Slough 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 62% 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 54% of the time, and the work to make each individual less likely to reoffend was done well enough 61% 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 worse than average set of findings. Case managers were keen to learn and responded to the inspection feedback. We anticipate that implementing the recommendations in this report will contribute to improvement of practice.

Andrew Bridges
HM Chief Inspector of Probation

June 2011

	Scores from Wales and the English regions that have been inspected to date			Scores for <i>Slough</i>
	Lowest	Highest	Average	
'Safeguarding' work <i>(action to protect the young person)</i>	37%	91%	68%	62%
'Risk of Harm to others' work <i>(action to protect the public)</i>	36%	85%	63%	54%
'Likelihood of Reoffending' work <i>(individual less likely to reoffend)</i>	43%	87%	70%	61%

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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.	
Score: 62%	Comment: MODERATE improvement required

<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.	
Score: 54%	Comment: SUBSTANTIAL improvement required

<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.	
Score: 61%	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. 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 and plan, using Asset, is completed when the case starts (Head of Service)
- (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 (Head of Service)
- (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* (Head of Service)
- (4) intervention plans take in to account victim safety and the impact of any diversity needs when setting targets (Head of Service)
- (5) work is delivered in-line with the intervention plan, is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services (Head of Service)
- (6) there is evidence in the file of regular quality assurance by management, especially of screening decisions and the quality of plans and links from risk management meeting actions, as appropriate to the specific case (Head of Service).

Furthermore:

- (7) that high *Risk of Harm* and other complex cases are allocated to suitably qualified and experienced staff (Head of Service).

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

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

- ◇ Four children and young people with a referral order contract said they knew what the contract was, had received a copy and it had been discussed with them.
- ◇ There were three children and young people who should have had a supervision or sentence plan. Two knew what a supervision or sentence plan was and it had been discussed with them; however, none of the three had received a copy.
- ◇ Only two children and young people who had a referral order contract or supervision plan remembered that it had been reviewed.
- ◇ All seven children and young people knew why they were coming to the YOT and what would happen when they did. They all felt staff were really interested in helping them, listened to them and had taken action to help them.
- ◇ Six respondents had completed a *What do YOU think?* self-assessment form.
- ◇ The majority of respondents thought that staff had made it easy for them to understand how they could help. One said YOT staff would *"...give me a timetable every week so I knew when to come to the YOT"*.
- ◇ One child or young person identified that there was something in their life that made them feel afraid since they had been in contact with the YOT. The YOT had helped a lot with their concerns.
- ◇ Four children and young people felt the YOT had helped them understand about their offending and issues related to ETE. One commented *"my reading and writing has got better"*. Two respondents thought they were making better decisions.
- ◇ Just over half of the children and young people agreed that life had become better as a result of their work with the YOT.
- ◇ All the respondents said the work with the YOT had made it less likely that they would offend in future. Typical comments were *"...the YOT made it better for me to not get into anymore trouble because they made me think"* and *"giving me opportunities to stay occupied in my spare time – helping me to find a job and future education plans"*.
- ◇ The majority of children and young people were satisfied with the service provided by the YOT.

Victims

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

- ◇ One victim agreed that the YOT had explained about what services were offered and had addressed their individual needs, worries and safety. The other victim felt the YOT had not dealt with these matters at all.
- ◇ Neither of the victims had benefited from any work done by the child or young person who had committed the offence.

Sharing good practice

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

Assessment and Sentence Planning

General Criterion: 1.2d

Diliwar, who was mixed race, was accommodated by the local authority. His offending was mainly against care staff and residents and recently members of the public. He was assessed as a young person with a high risk of causing serious harm but also highly vulnerable. The case manager included an objective in the intervention plan for Diliwar to be provided with the opportunity to learn about his culture through working with an appropriate male role model. A YOT project worker from a similar cultural background completed culture and identity sessions with him. Diliwar's engagement levels gradually increased. The work about his culture and identity was linked to acceptable and unacceptable behaviour. This was an example of how addressing diversity factors helped YOT workers effectively engage with Diliwar and challenge his offending behaviour.

Delivery and Review of Interventions

General Criterion: 2.2a

Ben was subject to a DTO licence. He had attended various offending behaviour programmes whilst in custody and a lot of the work involved the completion of worksheets or being involved in group discussions. The case manager decided to use youtube.com a website on the internet, which was an interactive and visual tool which most children and young people were either familiar with or could relate to. It was a medium which would take into consideration Ben's diversity in relation to youth culture and individual learning styles. Ben was made aware that some of the sessions would involve the use of a computer. Using the website enabled the case manager and child or young person to focus on specific issues in a session. The case manager selected short films made by children and young people who had experienced custody. The films provoked discussion about the language used, any similarities with Ben's life, how he could change, avoid reoffending and achieve his aspirations. This was an example of an innovative intervention.

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:

65%

Comment:

MODERATE improvement required

Strengths:

- (1) An Asset RoSH screening was completed in the great majority of cases. All except six were timely.
- (2) In 85% of cases we considered the Asset RoSH classification to be accurate.
- (3) More than half the RoSH screenings indicated the need for a full RoSH analysis to be completed. All 19 were completed on time.
- (4) There were two Level 2 MAPPA cases. In both cases a timely notification to MAPPA had been made and the initial MAPPA level was appropriate.

Areas for improvement:

- (1) One-third of the RoSH screenings were not accurate.
- (2) In more than half the cases the RoSH assessment had not drawn adequately on all the information from MAPPA or other agencies' previous assessments.
- (3) In five cases we thought the RoSH classification was too low.
- (4) When the RoSH full analysis had been completed, 12 out of 19 were not of a satisfactory standard. In ten cases the risk to victims had not been fully considered and in six cases the child or young person's previous behaviour had not been included in the analysis. Previous offences and behaviour in schools or custodial institutions, particularly assaults or fighting, were noted in the case diary but not taken into account in the RoSH.
- (5) Effective management oversight of the *RoH* assessment was evidenced in 4 out of 18 cases.
- (6) In 3 out of 11 cases an RMP had not been completed. Of the eight that were completed, five were not of a sufficient quality, mainly because the roles and

responsibilities of staff in the management of the child or young person's *RoH* was not clear or planned responses were unclear or inadequate. Three RMPs were not timely and did not take into account victim issues. There was effective management oversight of the RMP in three cases.

- (7) Where there was not a requirement for an RMP in 10 out of 20 cases the need for planning for *RoH* issues had been recognised, and in 8 out of 18 it had been acted upon.
- (8) In more than half of relevant cases, details of the RoSH assessment and management had not been appropriately communicated to those staff and agencies involved.

1.2 Likelihood of Reoffending:	
<p><i>General Criterion:</i></p> <p><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></p>	
<p><i>Score:</i></p> <p>55%</p>	<p><i>Comment:</i></p> <p><i>SUBSTANTIAL improvement required</i></p>

Strengths:

- (1) Almost all cases had an initial assessment of the LoR and the great majority were timely. Parents/carers were involved in 76% of relevant cases.
- (2) More than three-quarters of initial assessments had been informed by contact with, or previous assessments from, Children's Services and ETE, mainly schools and Pupil Referral Units. In relevant cases the police had been contacted.
- (3) In nine out of ten custody cases there was a timely intervention plan and case managers, secure establishments and staff dealing with accommodation issues had been actively and meaningfully involved throughout the custodial planning process.
- (4) All except one community intervention plan or referral order contract was completed and in most cases on time.
- (5) Objectives within custodial plans had taken into account victim issues in 71%, and in community plans or referral order contracts in 79% of cases.
- (6) In eight out of nine custody cases the intervention plan had been reviewed at appropriate intervals.

Areas for improvement:

- (1) The initial assessment of LoR was not satisfactory in more than one-third of cases, which was mainly due to unclear or insufficient evidence or assessments not being completed or completed on time.
- (2) We saw evidence of active engagement of the child or young person in the completion of the initial assessment in 57% of cases.
- (3) Only 14% of cases had evidence that the learning style of the child or young person had been assessed, and in 11% that *What do YOU think?* had been used to inform the initial assessment. Case managers asked the child or young person to complete the *What do YOU think?* form after the order was made rather than at the PSR stage.
- (4) In relevant cases there was little evidence that the initial assessment had taken into account information from the ASB team, secure establishments and substance misuse services.
- (5) More than half of the initial assessments had not been reviewed at appropriate intervals.
- (6) Intervention and sentence plans did not sufficiently address factors associated with the child or young person's offence in six out of ten custody cases. The factors that had not been addressed were mainly emotional health, motivation to change, lifestyle, and living arrangements.
- (7) The great majority of intervention and sentence plans did not incorporate the child or young person's learning style. In relevant cases, more than half did not integrate RMPs or include positive factors. Safeguarding needs were not taken into account in 50% of plans for custody and 63% for community cases. Over half of the plans did not respond appropriately to identified diversity factors, mainly race and ethnicity, disability and age or maturity.
- (8) Less than half of community intervention plans or referral order contracts did not give a clear shape to the order, focus on achievable change, set relevant goals or reflect sentencing purposes. In less than two-thirds of plans realistic timescales had not been set and over half did not reflect national standards.
- (9) Objectives in intervention plans or referral order contracts did not include appropriate Safeguarding work or were sequenced according to offending-related need in over two-thirds of cases. In over half the plans objectives were not prioritised according to *RoH* nor were they sensitive to diversity issues. Most custodial intervention plans contained objectives that did not address these issues. In several cases objectives or targets were simply two words, the most common were 'substance misuse', 'health education', 'offending behaviour' and 'victim awareness.'
- (10) There was little evidence of active and meaningful engagement of the child or young person (45%) and parents/carers (41%) in the planning process.
- (11) YOT workers and external agencies had been actively and meaningfully involved in planning throughout the sentence in 17% of relevant cases that had involved the ASB team and substance misuse services. In over one-quarter of cases mental health and children's services were involved in the planning process. In ETE, over a half contributed to the planning of work.

- (12) In 49% of community cases the intervention plan had not been reviewed at appropriate intervals.

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>56%</p>	<p>Comment:</p> <p><i>SUBSTANTIAL improvement required</i></p>

Strengths:

- (1) The Asset vulnerability screening was completed and timely in the majority of cases.
- (2) Secure establishments were made aware of vulnerability issues prior to or immediately on sentence in all six relevant cases.

Areas for improvement:

- (1) The Asset vulnerability screening was completed to a sufficient quality in only half the cases.
- (2) There were 11 cases where, in our opinion, a VMP should have been completed. However, only six were, of which four were completed on time and three were judged to be of sufficient quality. VMPs were insufficient, mainly because the roles and responsibilities of those managing the child or young person's vulnerability were not clear and planned responses for any factors that could increase their vulnerability were inadequate and unclear.
- (3) VMPs did not contribute to, and inform, interventions in two out of six cases, and other relevant plans in two out of three cases.
- (4) In four out of eight cases copies of other plans (e.g. care plans) were on file and a contribution had been made through CAF to other assessments and plans designed to safeguard the child or young person.
- (5) Effective management oversight of vulnerability assessments was evidenced in 3 out of 14 cases.
- (6) Safeguarding needs were reviewed appropriately in 53% of cases.

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

COMMENTARY on Assessment and Sentence Planning as a whole:

There was no probation officer working in this YOT partnership. Apart from not conforming to either the letter or the spirit of the Crime and Disorder Act 1998, this professional usually brings knowledge and experience of *RoH* and supervising complex cases.

All staff were required to manage cases, not only case managers. We were concerned to find that several complex cases including children and young people assessed as high *RoH* had not been allocated to appropriate members of staff.

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:

44%

Comment:

DRASTIC improvement required

Strengths:

- (1) Effective use was made of MAPPA in one case where decisions taken were clearly recorded, followed through, acted upon and reviewed appropriately. In two cases in the community, case managers, all other relevant YOT staff and other agencies had contributed effectively to MAPPA processes.
- (2) In all eight relevant custody cases, case managers and all other relevant staff had contributed effectively to other multi-agency meetings.
- (3) Specific interventions to manage *RoH* were delivered as planned in 2 out of 3 custody and 21 out of 28 community cases.

Areas for improvement:

- (1) *RoH* had been reviewed thoroughly in-line with required timescales in less than half of cases. Following a significant change, *RoH* was reviewed in only 3 out of 15 cases. Completed reviews of *RoH* did not reflect significant changes or include additional information.
- (2) Changes in *RoH* were anticipated in 4 out of 13 cases. Such changes were identified swiftly in three and acted on appropriately in one out of ten.
- (3) In six out of ten community cases case managers and all other relevant staff had contributed effectively to other multi-agency meetings.
- (4) Purposeful home visits had been carried out throughout the course of the sentence in accordance with the level of *RoH* and Safeguarding issues in less than half of relevant cases.
- (5) Case managers had paid sufficient attention to an assessment of victim safety in 7 out of 11 cases and a high priority had been given to their safety throughout the sentence in 2 out of 22 cases.

- (6) In almost one-third of cases appropriate resources had not been allocated throughout the sentence to *RoH*.
- (7) Specific interventions to manage *RoH* were reviewed following a significant change in 3 out of 12 community cases.
- (8) There had been effective management oversight of *RoH* in 2 out of 4 custody and 4 out of 21 community cases.

2.2 Reducing the Likelihood of Reoffending:	
<p><i>General Criterion:</i></p> <p><i>The case manager coordinates and facilitates the structured delivery of all elements of the intervention plan.</i></p>	
<p><i>Score:</i></p> <p>69%</p>	<p><i>Comment:</i></p> <p><i>MODERATE improvement required</i></p>

Strengths:

- (1) Delivered interventions in the community were implemented in-line with the intervention plan in three-quarters of cases.
- (2) In nine out of ten custody cases the YOT had been appropriately involved in the review of interventions in custody.
- (3) Based on the YOT assessment of LoR and RoSH the initial Scaled Approach intervention level was judged to be correct in almost all cases.
- (4) In 87% of cases appropriate resources had been allocated according to the assessed level of LoR throughout the sentence.
- (5) In 15 relevant cases all the requirements of the sentence had been implemented.
- (6) Throughout the sentence YOT workers had actively motivated and supported the child or young person and reinforced positive behaviour in the great majority of custody cases and three-quarters of community cases.
- (7) In all relevant custody cases the YOT worker had actively engaged parents/carers throughout the sentence.

Areas for improvement:

- (1) In over half the cases delivered, interventions in the community were not sequenced and reviewed appropriately or incorporated all diversity issues, in particular race and ethnicity (seven cases) and disability (four cases). In half the cases, interventions were not delivered appropriately to the child or young person's learning style.

- (2) Interventions were not designed to reduce LoR in 36% and were not of good quality in 53% of cases. Interventions in several cases were not targeted. A lack of targeting meant a child or young person received the same number of sessions for offending behaviour regardless of the seriousness or nature of their offence, the type of order or their LoR.
- (3) Allocated resources were insufficient in mainly two areas of work, thinking and behaviour and attitudes.

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

Strengths:

- (1) Necessary immediate action had been taken to safeguard and protect the child or young person in the one relevant custody case and four out of five cases in the community. Immediate action had also been taken in one community case to safeguard and protect other affected children and young people.
- (2) In all relevant custody, and most community cases, necessary referrals to ensure Safeguarding had been made to appropriate agencies.
- (3) YOT workers and the majority of other relevant agencies worked together to promote Safeguarding and well-being of the child or young person in custody and in the community in most cases.
- (4) In the majority of custody cases other YOT workers and all relevant agencies, particularly ETE, worked together to ensure continuity of provision of mainstream services from the transition from custody to community.
- (5) Specific interventions to promote Safeguarding in the community were identified and incorporated into the VMP in 83% of cases.
- (6) All relevant staff supported and promoted the well-being of the child or young person throughout the course of the sentence in all custody and 92% of community cases.

Areas for improvement:

- (1) Specific interventions to promote Safeguarding in the community were reviewed every three months or following a significant change in 4 out of 14 cases.
- (2) There was effective management oversight of Safeguarding and vulnerability in 2 out of 14 community cases.

OVERALL SCORE for quality of Delivery and Review of Interventions work: 63%

COMMENTARY on Delivery and Review of Interventions as a whole:

Cases assessed as high risk of LoR, vulnerability or *RoH* were discussed at risk management meetings. Meetings were chaired by a manager with the case manager and other specialist staff in attendance. The purpose of the meeting was to support the case manager in the planning and design of interventions for such cases. Details from these meetings were entered on the child or young person's case diary, but they were too brief and were observations rather than actions. For example, *'Actions agreed, had written warning but all well at home, ETE back on track, however believe he maybe associating. ROSH MEDIUM.'* What we would have expected to see were any actions included in the RMP and reviewed at subsequent meetings.

Although diversity factors were not taken into account in some cases there were positive examples of interventions which addressed the needs of a particular minority group, such as the appropriate use of interpreters and ensuring that a referral order panel included a member from the same community as the child or young person.

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:

46%

Comment:

SUBSTANTIAL improvement required

Areas for improvement:

- (1) *RoH* had not been managed effectively in 15 out of 28 cases, mainly due to insufficient assessment and planning, and interventions that the YOT had not delivered.
- (2) Children and young people had complied with the requirements of their sentence in 37% of cases. When required, appropriate enforcement action had not been taken in 13 out of 24 cases.
- (3) There was no overall reduction in Asset scores in almost two-thirds of cases we assessed. In five cases, Asset had not been rescored. Where there was evidence of change, factors that had reduced most often were: motivation to change (45%); mental health (44%); and substance misuse (42%).
- (4) In 47% of cases there was evidence of insufficient overall progress or deterioration in relation to the factors which were linked to making a child or young person more likely to offend.
- (5) In relevant cases there appeared to be a reduction in the frequency of offending in 39%, and seriousness in 48%.
- (6) There had not been a reduction in risk factors linked to Safeguarding in 9 out of 16 cases.
- (7) All reasonable action had not been taken to keep the child or young person safe in 11 out of 19 cases. The most common reasons for this were insufficient assessment and planning, and interventions that the YOT had not delivered.

3.2 Sustaining outcomes:

General Criterion:

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

Score:

63%

Comment:

MODERATE improvement required

Strength:

- (1) Full attention had been given to community reintegration issues and action taken to ensure positive outcomes were sustainable in 80% of custody cases.

Area for improvement:

- (1) Full attention had been given to community reintegration issues in 69% and action had been taken to ensure positive outcomes were sustainable in 45% of community cases.

OVERALL SCORE for quality of Outcomes work: 52%

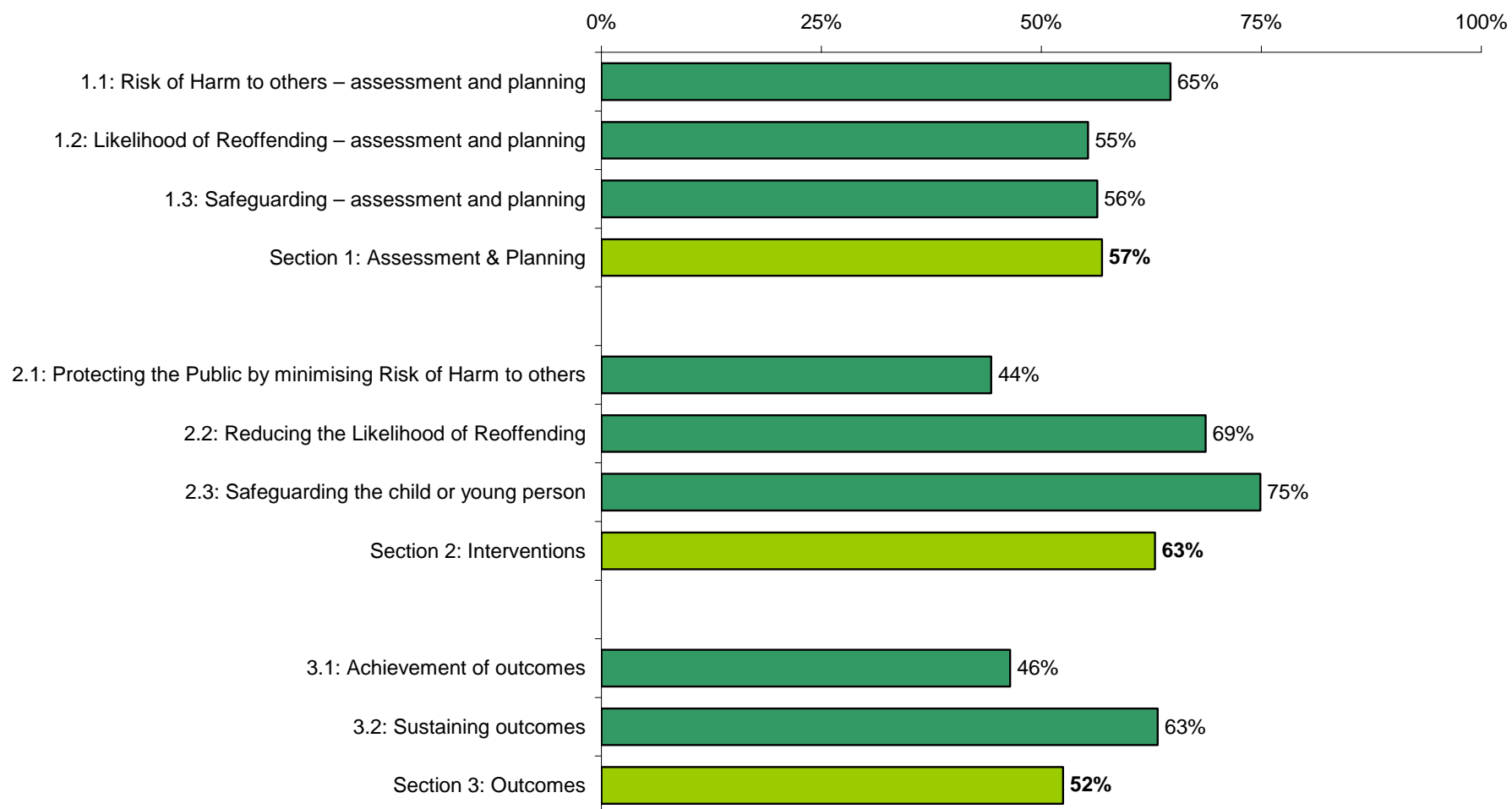
COMMENTARY on Outcomes as a whole:

There were a number of cases where parents/carers colluded with their son or daughter when they failed to attend appointments at the YOT, usually due to sickness. The collusion was blatant and sometimes quite sophisticated. Case managers allowed far too many absences to occur before investigating and taking action; for example, in one case there were seven absences before breach action was started.

It was encouraging to see the use of feedback forms completed by children and young people and parent/carers about areas of work that had been covered by the YOT. There was also an evaluation form completed at the end of offending behaviour sessions. These were all potential sources of information to help the YOT assess outcomes.

Appendix 1: Summary

Slough CCI General Criterion Scores



Appendix 2: Contextual information

Area

Slough YOS was located in the South East region of England.

The area had a population of 119,067 as measured in the Census 2001, 11.1% 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 Slough was predominantly white British (63.7%). The population with a black and minority ethnic heritage (36.3%) was substantially higher than 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 39 per 1,000, were above the average for England/Wales of 38.

YOT

The YOT boundaries were within those of the Thames Valley police area. The Thames Valley Probation Trust and the Berkshire Primary Care Trust covered the area.

The YOT was located within Education and Children's Services. It was managed by the Head of Service.

The YOT Management Board was chaired by a Superintendent from Thames Valley police.

The operational work of the YOT was based in Slough. ISS was provided in-house from January 2011.

Youth Justice Outcome Indicators 2011/2012 onwards (to replace 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.

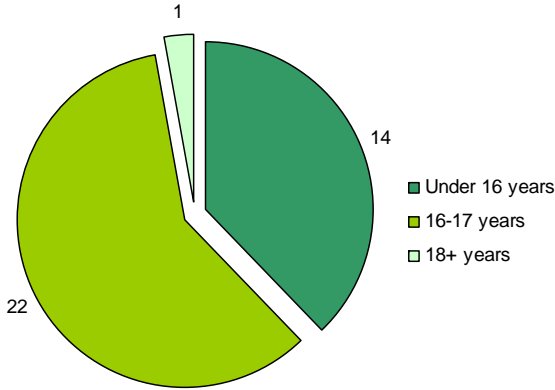
Data will be made available progressively through 2011, broken down by Local Authority area.

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

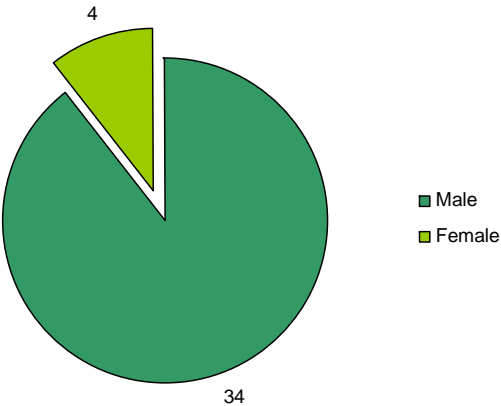
<http://www.yjb.gov.uk/en-gb/practitioners/Monitoringperformance/>

Appendix 3a: Inspection data chart

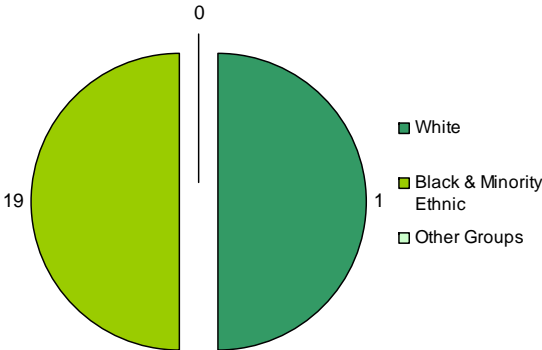
Case Sample: Age at start of Sentence



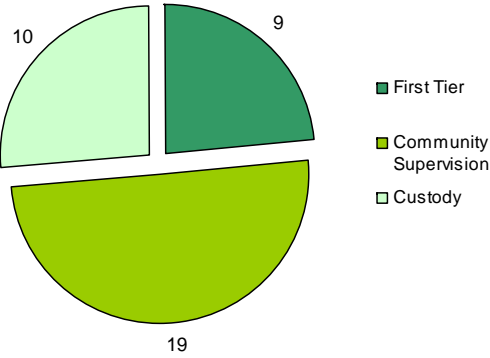
Case Sample: Gender



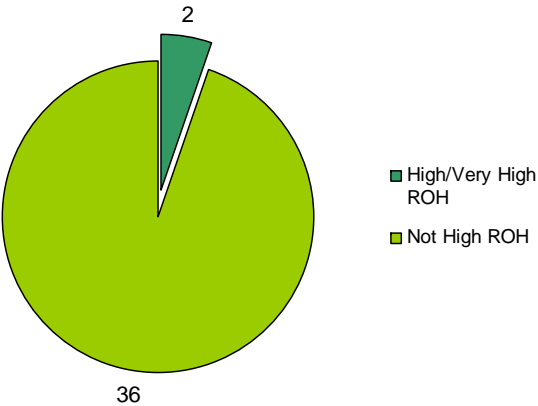
Case Sample: Ethnicity



Case Sample: Sentence Type



Case Sample: Risk of Harm



Appendix 3b: Inspection data

Fieldwork for this inspection was undertaken in February 2011

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+
CPS	Crown Prosecution Service
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>
<i>RoH</i>	<i>Risk of Harm to others</i> . See also <i>restrictive Interventions</i>
<i>'RoH work', 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