



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:

**Stoke on Trent**

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## Foreword

This Core Case Inspection of youth offending work in Stoke on Trent 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 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 58% of the time, and the work to make each individual less likely to reoffend was done well enough 66% 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 slightly below average set of findings. The quality of work and its ownership by case managers had been severely affected by a previous re-structure of the YOS. Whilst this had been addressed temporarily, a permanent solution was still awaited. Through self-assessment the YOS had identified many areas requiring attention and was working to implement improvements. Completion of these actions, along with implementation of the recommendations from this inspection should lead to encouraging prospects for the future.

*Andrew Bridges*  
*HM Chief Inspector of Probation*

*March 2011*

	Scores from Wales and the English regions that have been inspected to date			Scores for Stoke on Trent
	Lowest	Highest	Average	
<b>'Safeguarding' work</b> <i>(action to protect the young person)</i>	37%	91%	67%	<b>64%</b>
<b>'Risk of Harm to others' work</b> <i>(action to protect the public)</i>	36%	85%	62%	<b>58%</b>
<b>'Likelihood of Reoffending' work</b> <i>(individual less likely to reoffend)</i>	43%	87%	70%	<b>66%</b>

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## Contents

	Page
Acknowledgements	4
Scoring – and Summary Table	6
Recommendations	7
Next steps	7
Service users' perspective	8
Sharing good practice	9
1. ASSESSMENT AND SENTENCE PLANNING	10
1.1 Risk of Harm to others (RoH)	10
1.2 Likelihood of Reoffending (LoR)	11
1.3 Safeguarding	13
2. DELIVERY AND REVIEW OF INTERVENTIONS	15
2.1 Protecting the public by minimising Risk of Harm to others	15
2.2 Reducing the Likelihood of Reoffending	16
2.3 Safeguarding the child or young person	17
3. OUTCOMES	19
3.1 Achievement of outcomes	19
3.2 Sustaining outcomes	20
Appendix 1: Summary	21
Appendix 2: Contextual information	22
Appendix 3a: Inspection data chart	23
Appendix 3b: Inspection data	24
Appendix 4: Role of HMI Probation and Code of Practice	24
Appendix 5: Glossary	25

## Scoring – and Summary Table

This report provides percentage scores for each of the ‘practice criteria’ essentially indicating how often each aspect of work met the level of quality we were looking for. In these inspections we focus principally on the Public Protection and Safeguarding aspects of the work in each case sample. Accordingly, we are able to provide a score that represents how often the *Public Protection* and *Safeguarding* aspects of the cases we assessed met the level of quality we were looking for, which we summarise here. We also provide a headline ‘Comment’ by each score, to indicate whether we consider that this aspect of work now requires either **MINIMUM**, **MODERATE**, **SUBSTANTIAL** or **DRASTIC** improvement in the immediate future.

<i>Safeguarding score:</i>	
This score indicates the percentage of <i>Safeguarding</i> work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
<b>Score:</b> <b>64%</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>58%</b>	<b>Comment:</b> <b>SUBSTANTIAL 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>66%</b>	<b>Comment:</b> <b>MODERATE 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 timely and good quality assessment and plan, using Asset, is completed when the case starts which also recognises and addresses learning styles and other diversity factors within the case as appropriate (YOS 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 (YOS 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* (YOS Manager)
- (4) specific plans, which are of good quality, are produced to manage *Risk of Harm to others* and vulnerability, as appropriate to the needs of the case (YOS Manager)
- (5) planned interventions are delivered (YOS Manager)
- (6) assessments and the plan of work with the case are regularly and thoroughly reviewed, and correctly recorded in the case record, with a frequency consistent with national standards for youth offending services (YOS Manager)
- (7) there is evidence in the file of regular quality assurance by management, especially of screening decisions and in cases with a raised *Risk of Harm to others* or vulnerability, as appropriate to the specific case, and that this is effective in improving the quality of work (YOS Manager)
- (8) full attention is given to the safety of victims (YOS Manager).

Furthermore:

- (9) responsibility and accountability for the delivery of all aspects of cases should be clear to case managers and other workers as appropriate (YOS Manager and 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

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

- ◇ Children and young people who had received a referral order all understood what their contract was and had discussed it with their YOS worker. All except one said that they had been given a copy to keep.
- ◇ Two-thirds of those subject to other sentences knew what a supervision plan was, and all of those said they had discussed it with their YOS worker.
- ◇ All except one child or young person understood why they had to come to the YOS, and had discussed what would happen with their YOS worker.
- ◇ YOS staff listened to children and young people. One wrote "[she] talks to me like an adult and not like a child". All except one said that the YOS then took action to deal with the things they needed help with. All said that the YOS made it easy for them to understand how the YOS could help them.
- ◇ One child or young person identified a specific need that made it harder for them to take part in sessions at the YOS, and said that the YOS took appropriate steps to address that.
- ◇ Three-quarters of children and young people said that they had received help to understand their offending behaviour. One wrote "*I have calmed down a lot since I've been on youth offending*" and another wrote "*I got better...to control myself and not rise to silly things*".
- ◇ Half had received help with ETE. Whilst this was less than two-thirds of those who had a problem, all of those then said that things had had got better.
- ◇ All children and young people said they were less likely to offend as a result of their work with the YOS. All were at least largely satisfied with the work of the YOS and half said they were substantially satisfied. One wrote "*it has made me realise that you don't need to cause crime to get what you want. If you talk to people respectfully you get there in the end*".

### Victims

No questionnaires were received from victims of offending by children and young people.



## Sharing good practice

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

### Assessment and Sentence Planning

General Criterion:  
1.2

Jason was approaching his GCSE exams when he was sentenced to a referral order. The YOS court officer identified the dates of his exams and recorded these on the case record, to ensure that appointments did not clash with them.

### Assessment and Sentence Planning

General Criterion:  
1.3

Paul received a custodial sentence following offences of burglary. A psychological report indicated that, due to his learning needs, Paul would work better if engaged with a few key individuals. The number of professionals involved was discussed and plans put in place to minimise this.

### Delivery and Review of Interventions

General Criterion:  
2.2

Mark was diagnosed post-sentence as being on the autistic spectrum. His alternative education provision was in jeopardy due to previous behaviour. Agreement was reached that, to support him in remaining in education whilst alternative schooling was arranged, he would be accompanied by a YOS worker. Mark remained engaged with his order, and was successfully placed at a new school.

### Delivery and Review of Interventions

General Criterion:  
2.2

Tom was from a travelling community and received a custodial sentence. His mother was experiencing mental health problems but was not receiving help. The case manager worked to establish trust with Tom and his mother. This led, through the work of a YOS health worker, to Tom's mum accessing treatment. This improved Tom's relationship with his case manager, and led to more effective resettlement.

### Outcomes

General Criterion:  
3.2

Jo received a referral order. He was of mixed race. Following encouragement from his YOS worker he became a mentor in his school diversity mentoring scheme. There was racial tension between some of the students. Jo decided to write a poem, with the assistance of his YOS worker, about his own experiences of becoming involved with those who are a poor influence. He read this out at the school assembly, and he was no longer taking part in antisocial behaviour.

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:**

**61%**

**Comment:**

***SUBSTANTIAL improvement required***

**Strengths:**

- (1) An Asset RoSH screening was completed in well over three-quarters of cases.
- (2) We judged that the initial RoSH classification recorded on the case file was appropriate in most cases.
- (3) A full RoSH analysis had been completed in the great majority of cases where the need for this had been indicated by the RoSH screening.
- (4) An RMP had been produced in three-quarters of those cases assessed by the YOS as medium or higher RoSH.

**Areas for improvement:**

- (1) Over one-third of cases did not include a RoSH screening that was timely, and almost half did not include one that was of sufficient quality.
- (2) Well over one-third of relevant cases did not include a full RoSH assessment that was timely, and almost half did not include one of sufficient quality. The most common reasons for the full analysis being insufficient were that previous relevant behaviour and the risk to victims were not fully considered. Information was often available elsewhere within the case file, including from previous assessments and information from victims, which was not taken sufficient account of in the RoSH assessment. In one example where the child or young person frequently became involved in racially aggravated fights there was no reference to this in any of the RoSH assessments produced in the case.
- (3) Only just over half the RMPs were completed on time and almost half the relevant cases did not include an RMP of sufficient quality. The most common reasons for the RMP being insufficient were that roles and responsibilities were unclear, and the needs of victims had not been adequately addressed.
- (4) Management oversight of the RMP, and of the RoSH assessment, had not

been effective in over half the cases where this was required. There were examples when inadequate documents were countersigned, others not countersigned or countersigned very late, and cases where a robust oversight regime would have identified the need for management involvement.

- (5) The need to plan to address *RoH* had been recognised in only one-third of those cases where there had not been an RMP, but where there was an identified *RoH*.
- (6) Details of RoSH assessment and management had not been clearly communicated to all relevant staff and agencies in over half the cases where this was required.

<b>1.2 Likelihood of Reoffending:</b>	
<i><b>General Criterion:</b></i>  <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>	
<i><b>Score:</b></i>  <b>61%</b>	<i><b>Comment:</b></i>  <b>MODERATE improvement required</b>

***Strengths:***

- (1) An initial assessment of LoR was completed in almost all cases.
- (2) In three-quarters of cases there had been active engagement with the child or young person to complete the initial assessment. This had also happened with parents/ carers in just under three-quarters of relevant cases.
- (3) Over three-quarters of initial assessments contained sufficient information received from the police. Well over three-quarters of relevant assessments included sufficient information received from the secure estate.
- (4) A custodial sentence plan was produced in all relevant cases and the great majority of these were timely. Almost three-quarters had sufficiently addressed those factors most related to offending.
- (5) Neighbourhood and emotional or mental health issues were addressed in all relevant custodial sentence plans. ETE and substance misuse was addressed in the great majority. Safeguarding needs were taken account of in all plans where this was required.
- (6) Almost all cases included a community intervention plan or referral order contract, and most of these were timely.
- (7) Thinking and behaviour, ETE, attitudes to offending and substance misuse

were all addressed in the great majority of relevant plans. Following engagement with a mental health worker some proposed interventions were appropriately removed as a result of assessment that, due to developments in the child or young person's thinking, these may increase their *RoH*.

- (8) The overwhelming majority of plans reflected the purpose of the sentence, and almost three-quarters clearly focused on achievable change.
- (9) Victims had been recognised in the great majority of relevant community intervention plans and referral order contracts.
- (10) YOT workers were always actively and meaningfully involved in the custodial planning process.
- (11) The intervention plan had been reviewed at appropriate intervals in all except one case in custody.

### ***Areas for improvement:***

- (1) One-third of initial assessments of LoR were not timely and well over half the cases did not include an initial assessment that was of sufficient quality. The most common reason was that evidence was unclear or insufficient. Others were insufficient because key factors related to offending had not been identified, and some diversity issues or offending related vulnerability were missed. The assessment sometimes did not refer to the current offence and the case manager had not recognised this.
- (2) The case manager had assessed and, where relevant, recorded the learning style of the child or young person in less than one-third of cases.
- (3) Less than one-quarter of initial assessments had been informed by use of a *What do YOU think?* or other appropriate self-assessment. Whilst these were often completed at a later stage there was little evidence of the child or young person's perspective then being incorporated into assessments and plans, and little ownership by case managers of the value of these self-assessments.
- (4) Evidence of contact with children's social care services, and the use of information received from them within the assessment, was variable, as was the use of information from emotional or mental health services or substance misuse services in relevant cases.
- (5) Just over half the assessments were thoroughly reviewed at appropriate intervals. In many cases the review assessment was just a clone of the previous assessment, with no apparent changes. We were concerned at the poor levels of communication between intervention managers and case managers. One consequence was that case managers had little understanding of changes in the child or young person's circumstances.
- (6) Less than half the relevant custodial sentence plans integrated items from the RMP and almost three-quarters were not prioritised according to *RoH*. Three-quarters did not incorporate the child or young person's learning needs, where this was required. Only half the relevant plans responded appropriately to other diversity needs and less than one-third were sequenced according to offending related need.

- (7) One-third of community intervention plans or referral order contracts did not sufficiently address the main factors linked to offending. The factors which were least likely to be addressed were neighbourhood issues, emotional or mental health, family and personal relationships and living arrangements. Some referral order contracts included more work than could feasibly be delivered within the constraints of the order.
- (8) RMPs had not been integrated into community sentence plans in almost half the cases where this was required.
- (9) Over two-thirds of community sentence plans did not have objectives prioritised according to *RoH*, where required, or sequenced according to offending related need. Identified diversity needs and positive factors had only been included in approximately half of those plans where these were required. The diversity factors most commonly missed were learning styles and difficulties, and the needs of looked after children. For example, in a case where the child or young person suffered from dyslexia there was no reference to this in the plan, or indicators about how to respond to the difficulty.
- (10) Timescales were not realistic and goals not relevant in approximately half the intervention plans. Only just over half gave clear shape to the whole order.
- (11) The child or young person had not been actively and meaningfully involved in the planning process in almost one-third of cases, and parents/carers in over one-third of relevant cases.
- (12) The active and meaningful involvement of other YOT workers and mainstream agencies in the planning process was variable. This particularly applied to emotional or mental health, physical health and children's social care services.

### 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:***

***60%***

***Comment:***

***SUBSTANTIAL improvement required***

***Strengths:***

- (1) An Asset vulnerability screening had been completed in well over three-quarters of cases.

- (2) Where a VMP had been produced, well over three-quarters were timely.
- (3) The secure estate had been made aware of vulnerability issues prior to, or immediately on, sentence in all relevant cases.

#### ***Areas for improvement:***

- (1) Just under two-thirds of cases included a vulnerability screening that was timely, and less than one-third one that was of sufficient quality. Safeguarding needs were then reviewed as appropriate in only just over half the cases.
- (2) A VMP had been produced in only half of those cases where one was required. Almost three-quarters of relevant cases did not include a VMP that was of sufficient quality. The most common reasons for this, apart from when the VMP had not been completed, were that the planned response was inadequate or unclear, diversity issues had not been recognised and roles or responsibilities were not clear.
- (3) The VMP had not contributed to or informed planned interventions in one-third of relevant cases.
- (4) Copies of other agencies plans were not available on file in one-third of those relevant cases where these existed.
- (5) Management oversight of vulnerability assessment and planning had only been effective in just over one-third of cases. Inadequate documents were sometimes countersigned. In many cases a robust oversight regime would have identified the need for management involvement. For example, there were cases where vulnerability had been assessed as medium but where a VMP had not been produced.

#### **OVERALL SCORE for quality of Assessment and Sentence Planning work: 61%**

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

Stoke on Trent YOS had undergone a restructure in preparation for the implementation of the YJB Scaled Approach and the YRO. However this had left staff unclear about their individual responsibilities for different aspects of work, and had significantly affected their ownership of individual cases. Following a change of YOS Manager, urgent steps had been taken to temporarily simplify the structure, whilst longer term arrangements were put in place. These latter changes had the support of staff and managers, but the effects of the previous structure were still working themselves through in some cases at the time of the inspection, and a new permanent structure was not yet in place.

A new Risk Management strategy had recently been developed. This formalised processes that were already in place, but had not been fully documented.

The YOS had undertaken a self-assessment of APIS and had developed a comprehensive improvement plan.

## 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:**

**61%**

**Comment:**

***SUBSTANTIAL improvement required***

**Strengths:**

- (1) Case managers and other relevant staff contributed effectively to other multi-agency meetings in all cases where they occurred during the custodial phase of a sentence, and in well over three-quarters of cases in the community.
- (2) Purposeful home visits were carried out throughout the sentence, in accordance with the *RoH* posed by the child or young person, in well over three-quarters of applicable cases.
- (3) An appropriate level of resources had been allocated to most cases, according to the *RoH* posed by the child or young person.
- (4) Management oversight of *RoH* had been effective in the great majority of cases in custody.

**Areas for improvement:**

- (1) *RoH* was reviewed thoroughly in-line with the required timescales in only half the cases, and following a significant change in only one-third. For example, in one case the child or young person was bailed for two robberies and there were other indications that he was becoming more violent; however, the case manager did not respond to this. *RoH* was often not reviewed even when an Asset review had been undertaken. Where the *RoSH* classification had been amended the change was sometimes not then reflected in all parts of the case record, so that the current classification was not clear.
- (2) Changes in *RoH* factors had been anticipated wherever feasible in only half the relevant cases. When changes had occurred they had been identified swiftly and acted upon appropriately in less than half the cases.
- (3) Full attention had been given to assessing the safety of victims in less than half the cases where this was required. A high priority had then been given to victim safety throughout the sentence in less than half the relevant cases.

Consideration given to non-contact conditions in licences, where these might have been appropriate to the needs of the case, was inconsistent. There was insufficient evidence of proactive engagement with victim workers.

- (4) Where specific interventions had been planned to manage *RoH* they had been delivered as planned in only just over half the cases during the community phase, and in only one-third of cases during the custodial phase of the sentence. They had then been reviewed following a significant change in just over half the cases in the community.
- (5) Management oversight of *RoH* throughout the sentence had been effective in only half the cases in the community, and there were insufficient efforts to ensure that interventions within the RMP had been delivered. Whilst there was more recent evidence of some managers undertaking quality assurance of files and giving instructions to address deficits, these instructions were not always followed.

<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>73%</b></p>	<p><b><i>Comment:</i></b></p> <p><b><i>MODERATE improvement required</i></b></p>

***Strengths:***

- (1) The great majority of interventions that were delivered in the community were clearly designed to reduce the LoR.
- (2) Three-quarters of delivered interventions in the community were of good quality. In particular, much work was identified to address ETE needs, both pre and post-16, including active engagement between some case managers and schools.
- (3) The YOS was appropriately involved in the review of interventions during the custodial phase of all sentences. There was evidence of one-to-one engagement between YOS workers and children or young people in custody.
- (4) The correct Scaled Approach intervention level had been allocated in all except one case.
- (5) The appropriate level of resources had then been allocated throughout the case, according to the assessed LoR, in the great majority of cases.
- (6) YOS workers actively motivated and supported children and young people,



and reinforced positive behaviour, throughout the sentence, in all cases in custody and in the great majority of cases in the community.

- (7) Parents/carers were actively engaged by YOS workers, throughout the sentence, in all except one relevant case in custody, and throughout the great majority of cases in the community.

**Areas for improvement:**

- (1) Interventions in the community were delivered in-line with the intervention plan, were appropriate to the learning style of the child or young person and were reviewed appropriately in just over half the cases. They were sequenced appropriately in less than half the cases. The link between the work undertaken by intervention managers and the intervention plan created by the case manager was often unclear.
- (2) In almost one-third of relevant cases in the community delivered interventions did not incorporate all diversity issues. The most common reasons for this were that the needs of looked after children or those with learning difficulties had not been responded to adequately.

<b>2.3 Safeguarding the child or young person:</b>	
<p><b>General Criterion:</b></p> <p><i>All reasonable actions have been taken to safeguard and reduce the vulnerability of the child or young person.</i></p>	
<p><b>Score:</b></p> <p><b>76%</b></p>	<p><b>Comment:</b></p> <p><b>MODERATE improvement required</b></p>

**Strengths:**

- (1) Purposeful home visits were carried out throughout the sentence, in accordance with safeguarding issues, in well over three-quarters of cases.
- (2) All necessary immediate action had been taken to safeguard or protect the child or young person in all cases where this was required during the custodial phase of a sentence and in three-quarters in the community.
- (3) Referrals to ensure safeguarding had been made in the great majority of cases where these were required in both custody and the community.
- (4) In the great majority of cases YOS workers and ETE services, physical health, substance misuse and the police worked together to promote the Safeguarding and well-being of the child or young person in the community. Where non mainstream agencies were involved, they and the YOS worked

together well in most instances.

- (5) During the custodial phase of sentences all relevant agencies worked together to promote the Safeguarding and well-being of the child or young person in almost all cases.
- (6) In the transition from custody to the community ETE services worked together well with the YOS, to ensure continuity in provision, in all except one case. This also applied in three-quarters of relevant cases where substance misuse services were involved.
- (7) Specific interventions to promote Safeguarding in the community had been identified in well over three-quarters of community and custodial cases where these were required.
- (8) In the great majority of cases, during the custodial phase of the sentence, these interventions incorporated those identified in the VMP. They were delivered in three-quarters of cases and reviewed appropriately in all cases.
- (9) There had been effective management oversight of Safeguarding and vulnerability needs during delivery of the sentence in most cases in custody.
- (10) In all cases in custody, and most cases in the community, all relevant staff had supported and promoted the well-being of the child or young person.

#### ***Areas for improvement:***

- (1) Joint work with children's social care to promote the Safeguarding and well-being of the child or young person had been delivered in just over half of those cases where it was required. More effective working together was needed to ensure continuity of services on transition from custody to the community in one-third of cases involving children's social care or accommodation services.
- (2) Where specific interventions had been identified to promote Safeguarding they were then delivered and reviewed as appropriate in just over half the cases in the community.
- (3) Management oversight of Safeguarding and vulnerability needs was effective in just under half the relevant cases in the community.

#### **OVERALL SCORE for quality of Delivery and Review of Interventions work: 70%**

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

Arrangements had been made with two local YOIs to provide some YOS staff with key training, to facilitate more effective access to children and young people who were serving custodial sentences.

The YOS also undertook partnership work with the police and the local authority community cohesion team. This was designed to address the consequences of offending and prevent further offending in areas where offences had occurred.

### 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:**

**52%**

**Comment:**

***SUBSTANTIAL improvement required***

**Strengths:**

- (1) Those factors relating to offending which showed the most frequent improvement during the course of the sentence were family and personal relationships, ETE, living arrangements and attitudes to offending. Each had improved in over one-third of relevant cases.
- (2) Overall all reasonable action had been taken to keep the child or young person safe in three-quarters of relevant cases.

**Areas for improvement:**

- (1) All reasonable actions had been taken, throughout the course of the sentence, to minimise *RoH* in just over half the relevant cases. Insufficient assessment and/or planning, and planned interventions not being delivered, were each identified in over half of those cases where *RoH* had not been effectively managed.
- (2) When the child or young person had not complied with the requirements of the sentence appropriate enforcement action had not been taken sufficiently well in just over one-third of cases. There was insufficient recording of the reasons for not taking enforcement action and insufficient checking of the reasons given by children and young people for non compliance. In one example the parents/carers were unable to read English, but insufficient recognition was given to the impact on their ability to support compliance.

- (3) The overall Asset score had not reduced during the course of the sentence in almost two-thirds of cases. This was worse than the average for those YOTs inspected to date.
- (4) There appeared to be a reduction in the frequency or seriousness of offending in just under half the cases. This was slightly worse than the average of YOTs inspected to date.
- (5) Where, overall, actions taken to keep the child or young person safe had not been sufficient, insufficient planning or assessment were cited as the main reasons, followed by required interventions not being delivered.

<b>3.2 Sustaining outcomes:</b>	
<p><b>General Criterion:</b></p> <p><i>Outcomes are sustained in relation to RoH, LoR and Safeguarding.</i></p>	
<p><b>Score:</b></p> <p><b>78%</b></p>	<p><b>Comment:</b></p> <p><b>MINIMUM improvement required</b></p>

**Strengths:**

- (1) Full attention had been given to community reintegration issues during the custodial phase of all sentences, and during the community phase of three-quarters of sentences.
- (2) Action had been taken or plans put in place to ensure that positive outcomes were sustainable in all except one case, during the custodial phase of the sentence, and in just under three-quarters during the community phase.

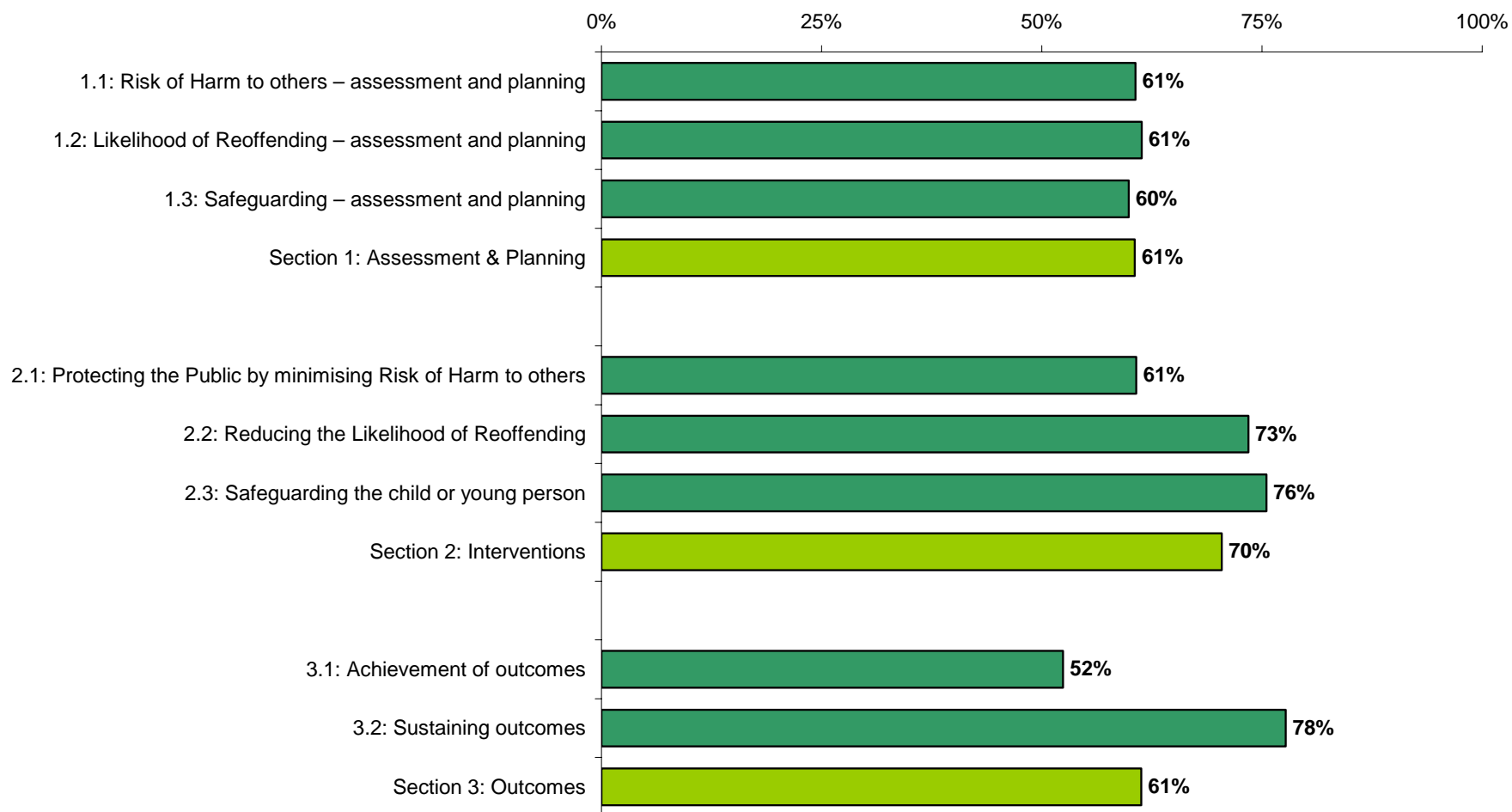
**OVERALL SCORE for quality of Outcomes work: 61%**

**COMMENTARY on Outcomes as a whole:**

The YOS had commissioned Spurgeons Axis to provide mentors for children and young people. The service was based within the YOS offices, which facilitated good communication between mentors and case workers.

## Appendix 1: Summary

### Stoke-on-Trent CCI General Criterion Scores



## Appendix 2: Contextual information

### Area

Stoke on Trent YOS was located in the West Midlands region of England.

The area had a population of 240,636 as measured in the Census 2001, 10.6% of which were aged 10 to 17 years old. This was slightly higher than the average for England/Wales, which was 10.4%.

The population of Stoke on Trent was predominantly white British (94.8%). The population with a black and minority ethnic heritage (5.2%) was below the average for England/Wales of 8.7%.

Reported offences for which children and young people aged 10 to 17 years received a pre-court disposal or a court disposal in 2008/2009, at 68 per 1,000, were above the average for England/Wales of 46.

### YOT

The YOS boundaries were within those of the Stafford Constabulary and the Staffordshire and West Midlands Probation Trust. The Stoke on Trent PCT covered the area.

The YOS was located within the Children and Young People's Services Directorate of Stoke City Council. It was managed by the Deputy Director, Youth Offending Services.

The YOS Management Board was chaired by the Director of Children and Young People's Services. All statutory partners attended.

The YOS Headquarters was in Hanley, one of the towns that comprise the City of Stoke on Trent. The operational work of the YOS was also based there.

### YJB National Indicator Performance Judgement

The YJB National Indicator Performance Judgement available at the time of the inspection was dated 10 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 Stoke on Trent YOS 13 out of a maximum of 28 (for English YOTs); this score was judged by the YJB to be performing adequately.

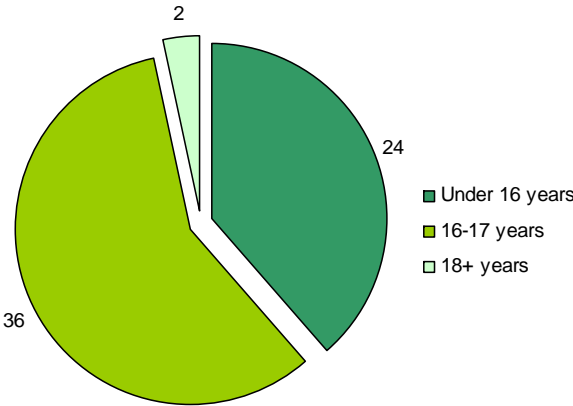
Stoke on Trent YOS's reoffending performance was judged by the YJB to be improving significantly but was significantly worse than similar *family group* YOTs.

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

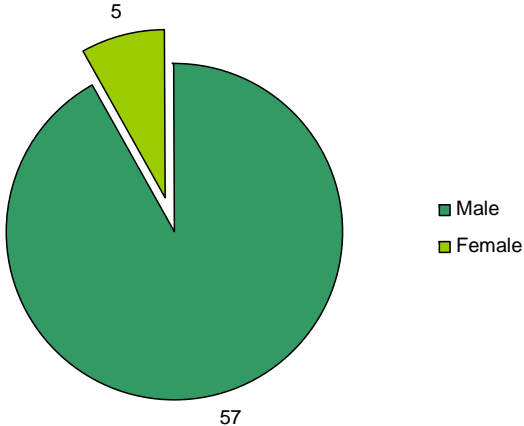
<http://www.yjb.gov.uk/en-gb/practitioners/Monitoringperformance/Youthjusticeplanning/>

**Appendix 3a: Inspection data chart**

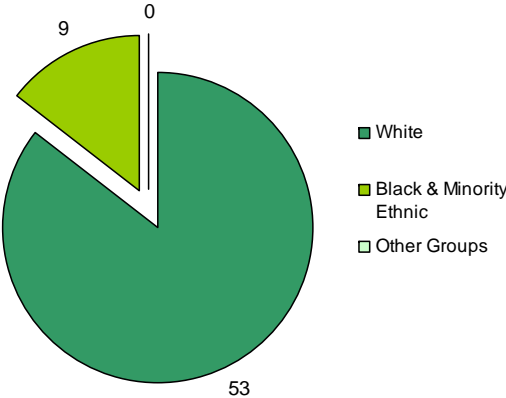
**Case Sample: Age at start of Sentence**



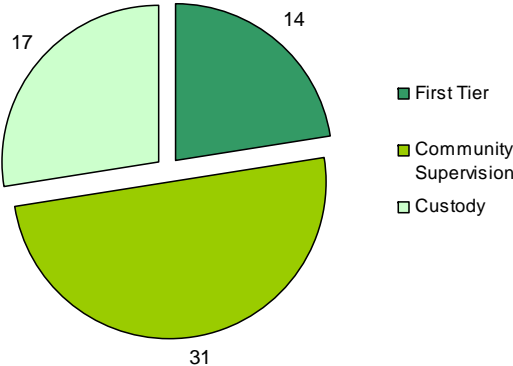
**Case Sample: Gender**



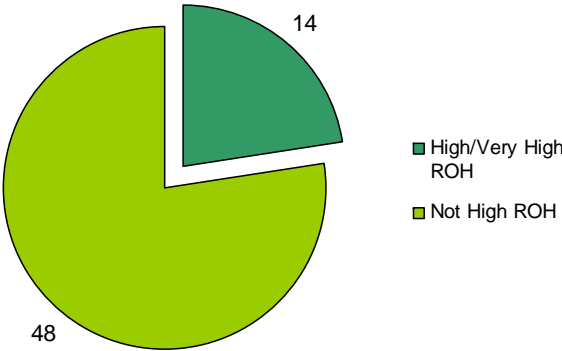
**Case Sample: Ethnicity**



**Case Sample: Sentence Type**



**Case Sample: Risk of Harm**



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

Fieldwork for this inspection was undertaken in November 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 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/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

APIS	Assessment, Planning, Intervention and Support
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>
RoH	<i>Risk of Harm to others</i> . See also <i>restrictive Interventions</i>
'RoH work', or 'Risk of Harm work'	This is the term generally used by HMI Probation to describe work to protect the public, primarily using <i>restrictive interventions</i> , to keep to a minimum the individual's opportunity to behave in a way that is a <i>Risk of Harm to others</i>
RoSH	Risk of Serious Harm: a term used in Asset. HMI Probation prefers not to use this term as it does not help to clarify the distinction between the <i>probability</i> of an event occurring and the <i>impact/severity</i> of the event. The term <i>Risk of Serious Harm</i> only incorporates 'serious' impact, whereas using ' <i>Risk of Harm</i> ' enables the necessary attention to be given to those offenders for whom lower <i>impact/severity</i> harmful behaviour is <i>probable</i>
Safeguarding	The ability to demonstrate that all reasonable action has been taken to keep to a minimum the risk of a child or young person coming to harm.
SIFA	Screening Interview for Adolescents: Youth Justice Board approved mental health screening tool for specialist workers
SQIFA	Screening Questionnaire Interview for Adolescents: Youth Justice Board approved mental health screening tool for YOT workers
VMP	Vulnerability management plan: a plan to safeguard the well-being of the individual under supervision
YJB	Youth Justice Board for England and Wales
YOI	Young Offenders Institution: a Prison Service institution for young people remanded in custody or sentenced to custody
YOIS+	Youth Offending Information System: one of the two electronic case management systems for youth offending work currently in use in England and Wales. See also Careworks
YOS/T	Youth Offending Service/Team
YRO	Youth Rehabilitation Order