



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:

Brent

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Foreword

This Core Case Inspection of youth offending work in Brent took place as part of the Inspection of Youth Offending programme. We have examined a representative sample of youth offending cases from the area, and have judged how often the Public Protection and the Safeguarding aspects of the work were done to a sufficiently high level of quality.

We judged that the Safeguarding aspects of the work were done well enough 65% of the time. With the Public Protection aspects, work to keep to a minimum each individual's *Risk of Harm to others* was done well enough 59% 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. 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.

In Brent we found a YOS working with children and young people from diverse backgrounds and with complex needs, some of whom posed a high *Risk of Harm to others* including involvement in organised gang crime. Due to austerity measures, the YOS had recently undergone changes to its internal delivery structures which had impacted on staff levels and morale. However, despite these challenges case managers were keen to improve their assessment and case management skills. The enthusiasm we found among this group of staff should be built upon.

Overall, we consider this a reasonable set of findings, with *Risk of Harm to others* and the delivery of interventions requiring particular attention. However, we are confident that if the recommendations in this report are followed the improvement required can be made and sustained.

Liz Calderbank
HM Chief Inspector of Probation
December 2011

	Scores from Wales and the English regions that have been inspected to date			Scores for Brent
	Lowest	Highest	Average	
'Safeguarding' work <i>(action to protect the young person)</i>	37%	91%	68%	65%
'Risk of Harm to others' work <i>(action to protect the public)</i>	36%	85%	63%	59%
'Likelihood of Reoffending' work <i>(individual less likely to reoffend)</i>	43%	87%	71%	62%

Acknowledgements

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

<i>Lead Inspector:</i>	<i>Les Smith</i>
<i>Practice Assessors:</i>	<i>Dave Cohen; Katie Ryan</i>
<i>Local Assessor:</i>	<i>Meeta Mahtani</i>
<i>Support Staff:</i>	<i>Andrew Trickett</i>
<i>Publications Team:</i>	<i>Alex Pentecost; Christopher Reeves</i>
<i>Assistant Chief Inspector:</i>	<i>Julie Fox</i>

Contents

	Page
Acknowledgements	4
Scoring and Summary Table	6
Recommendations for improvement	7
Next steps	7
Making a difference	8
Service users' perspective	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	12
2. DELIVERY AND REVIEW OF INTERVENTIONS	14
2.1 Protecting the public by minimising Risk of Harm to others	14
2.2 Reducing the Likelihood of Reoffending	15
2.3 Safeguarding the child or young person	15
3. OUTCOMES	17
3.1 Achievement of outcomes	17
3.2 Sustaining outcomes	18
Appendix 1: Scoring summary of sections 1-3	19
Appendix 2: Contextual information	20
Appendix 3: Inspection Arrangements	21
Appendix 4: Characteristics of cases inspected	22
Appendix 5: Scoring approach	23
Appendix 6: Glossary	24
Appendix 7: Role of HMI Probation and Code of Practice	26

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 here¹. 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: 65%	Comment: MODERATE improvement required

Public Protection – Risk of Harm score:	
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: 59%	Comment: SUBSTANTIAL improvement required

Public Protection - Likelihood of Reoffending score:	
This score indicates the percentage of Likelihood of Reoffending 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. 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.

¹ An explanation of how the scores are calculated can be found in Appendix 5

Recommendations for improvement

(primary responsibility is indicated in brackets)

Changes are necessary to ensure that, in a higher proportion of cases:

- (1) a good quality assessment and plan, using Asset, is completed when the case starts (YOS Head of Service)
- (2) as a consequence of the assessment, the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm, to make them less likely to reoffend, and to minimise any identified *Risk of Harm to others* (YOS Head of Service)
- (3) the plan of work with the case is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services (YOS Head of Service)
- (4) there is regular and effective oversight by management, especially of screening decisions, that is clearly recorded within the case record, as appropriate to the specific case (YOS Head of Service)
- (5) a suitable range of interventions are available to address *Risk of Harm to others*, which meet the needs of different learning styles. Interventions should adhere to the principles of effective practice, with staff trained in their use (YOS 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.

Making a difference

Here are some examples of Brent YOS work that impressed.

Assessment and Sentence Planning

General Criterion: 1.3

Connor had received a 12 month referral order for possession of a knife. He was a gifted student who was struggling with depression and had been using the knife to self-harm. The case manager had considered Connor's emotional and diversity factors when carrying out her assessment and sentence planning. A particular example of good practice was the involvement of Connor's family in meetings to agree a contract to resolve conflict in the home, with actions for different family members.

Outcomes

General Criterion: 2.1

Ali was a 15 year old young man, from an Iranian background, sentenced to a 12 month YRO for the sexual assault of two women. His case manager, Millie, carried out an AIM2 assessment at the start of the order. This assessment indicated that Ali was low risk of further sexual offending. Millie was concerned that the assessment had not fully taken full account of Ali's cultural background and his family's reluctance to accept that he had committed the offences. In making her full RoSH assessment, Millie used both the AIM2 and her own assessment of Ali's *RoH* to ensure that the correct level of *Risk of Harm* to the public was made and plans put in place to address that *RoH*.

Delivery and Review of Interventions

General Criterion: 2.3

Monica was supervised on a six month YRO by her case manager, Tasha. At the start of the order Monica disclosed that she was over six months pregnant. Tasha sought advice from health workers and drew up an intervention plan that took account of Monica's situation, by arranging that the key interventions were delivered first and where possible all supervision sessions took place at Monica's home. This resulted in her completing all interventions prior to giving birth and enabled Tasha to monitor Monica's situation at home. There was also good evidence of information sharing between the case manager and all other agencies involved.

All names have been altered.

Service users' perspective

Children and young people

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

- ◇ All but four of the children and young people on community orders said that staff explained what would happen when they came to the YOS.
- ◇ All but two of the children and young people who completed our questionnaire felt that the YOS staff had been interested in helping them, and that staff had listened to what they had to say.
- ◇ The vast majority of those who responded remembered discussing their sentence plan or referral order contract, and almost all remembered being given a copy of their supervision or sentence plan.
- ◇ All but five respondents said that the YOS had taken action to help them, and all but three said that their worker had made it quite or very easy to understand how they could help.
- ◇ Eighteen children and young people who answered our questionnaire remembered completing a *What do YOU think?* self-assessment form.
- ◇ A majority of respondents reported that as a result of action taken by the YOS, some aspects of their lives had improved. In particular, they told us that the YOS had helped them understand their offending and make better decisions.
- ◇ Over half of children and young people who responded reported that as a result of action taken by the YOS, some things had got better for them at school or in getting a job.
- ◇ The vast majority of respondents felt positive about the service given to them and felt they were less likely to reoffend as a result of their involvement with the YOS.
- ◇ One young person said: *"I use to come home late and my parent didn't no where I was but now we keep in contact and they no where I am at all times"*.
- ◇ Another told us that the YOS: *"Has shown me the negative side to offending and has made me think about my life"*.

Victims

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

1. ASSESSMENT AND SENTENCE PLANNING

OVERALL SCORE: 63%

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:

68%

Comment:

MODERATE improvement required

Strengths:

- (1) An *RoH* screening was undertaken in all 38 cases in the sample and on time in all but five.
- (2) We considered the *RoH* classification recorded by the YOS was correct in 79% of cases. Of those where the classification was not judged correct, five were considered to be too high and three too low.
- (3) We assessed that there should have been a full RoSH analysis in 34 cases. In 97% (33) a full analysis was completed. It was on time in 78% of these cases (27).
- (4) In the majority of cases the RoSH assessment drew adequately on all appropriate information from other agencies.
- (5) An RMP had been completed in all but 4 of the 27 cases that required one.

Areas for improvement:

- (1) We assessed that the *RoH* screening was not accurate in 37% of cases.
- (2) The RoSH analysis was not of a sufficient quality in 47% of cases. The main reason for this was that the *Risk of Harm* to victims was not fully considered.
- (3) In the 23 cases where an RMP was completed, nine were not done on time and only 12 were of a sufficient quality. The main quality issues were: the lack of a planned response, roles and responsibilities were unclear and victim issues were not fully considered.
- (4) In cases that did not require an RMP the need to address potential *RoH* issues had been recognised in 8 of 11 relevant cases; however, action was taken in only five cases.

- (5) Effective management oversight of *RoH* assessments was evident in only 36% of cases. In some instances this was because of a lack of management recording in the case file, managers being slow to countersign or the failure to recognise that an RMP was needed. In other cases, *RoH* assessments had been signed off, but we considered them to be of insufficient quality.

1.2 Likelihood of Reoffending:

General Criterion:

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.

Score:

62%

Comment:

MODERATE improvement required

Strengths:

- (1) In all cases an initial assessment of LoR had been conducted; it was completed on time in 76% of cases. Good use was made of the information available from other agencies, including children's social care services, the police and educational providers.
- (2) There was evidence of active engagement with the child or young person in 76% of cases, and with parents/carers in 74% of cases.
- (3) In 34 out of 38 relevant cases in the community there was an intervention plan or referral order contract. Plans were timely in 89% of cases and sufficiently addressed factors linked to offending in 69%. The majority of plans or contracts took into account Safeguarding needs.
- (4) The majority of plans or contracts in the community set relevant goals and timescales, reflected the purpose of sentencing and national standards, and focused on achievable change.
- (5) In eight out of ten custody cases there was a custodial sentence plan. All of these were completed on time and all but one was inclusive of Safeguarding work. Plans were reviewed at appropriate intervals in all but one case in custody.

Areas for improvement:

- (1) The quality of the initial assessments of the LoR was not satisfactory in 37% of cases. Factors that limited quality were unclear or insufficient evidence, and a failure to identify vulnerability.
- (2) Although there was evidence that *What do YOU think?* self-assessment questionnaires were completed by children and young people, they were used by YOS case managers to inform the initial assessment in only 68% of cases.

The learning style of the child or young person had been assessed in less than one-quarter (22%) of the cases.

- (3) The initial assessment was not reviewed at appropriate intervals in 15 of 38 cases.
- (4) Fewer than half of the intervention plans or contracts in the community were prioritised according to any *RoH* issues. RMPs were not routinely integrated into plans or contracts. Sequencing according to offending-related needs was only evident in 32% of those cases inspected.
- (5) Only three of ten custodial sentence plans sufficiently included factors linked to the child or young person's offending. One-third of custodial plans were not prioritised according to the *RoH*, 62% did not take account of victim issues and 37% were not sequenced according to offending-related needs. Plans were sensitive to diversity issues in 38% of custody cases.
- (6) The child or young person had been actively and meaningfully involved in the planning process in 53% of cases and parents/carers in 42%.
- (7) Intervention plans were reviewed at appropriate intervals in just under half (49%) of the community cases.

1.3 Safeguarding:	
<p><i>General Criterion:</i></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><i>Score:</i></p> <p><i>63%</i></p>	<p><i>Comment:</i></p> <p><i>MODERATE improvement required</i></p>

Strengths:

- (1) An Asset vulnerability screening was completed in all cases, and on time in 84%.
- (2) The secure establishment was made aware of vulnerability issues prior to, or immediately upon sentence, in 80% of relevant cases.
- (3) YOS workers had made a contribution, through the CAF and other assessments and plans designed to safeguard the child or young person, in 10 of 13 relevant cases.

Areas for improvement:

- (1) The Asset vulnerability screening was not completed to a sufficient quality in 37% of cases. Safeguarding needs were not reviewed when required in half the cases.

- (2) We assessed that 56% of VMPs were timely, and only 46% were of sufficient quality. In some cases the quality was affected by a lack of clarity about the roles and responsibilities of staff and agencies involved with the child or young person. In eight cases we assessed that a VMP should have been completed when it had not been.
- (3) VMPs did not contribute to, and inform, interventions in 8 out of 20 relevant cases.
- (4) Effective management oversight of vulnerability assessments was evidenced in only 12 of 33 (36%) relevant cases.

COMMENTARY on Assessment and Sentence Planning as a whole:

In Brent YOS we found a mixture of quality in relation to assessment and sentence planning; not only between different case managers, but even between different cases supervised by the same case manager. Although it was evident that priority had been given to the assessment and planning of high *RoH* cases, the same attention was not always paid to those cases where the child or young person was initially assessed as posing a medium or low *RoH*. There was a danger that failure to make a thorough assessment of all cases could lead to an incorrect analysis of the level of *RoH* posed by the individual.

The YOS had reviewed its 'Risk Policy' in April 2011 - this was after the start of the case sample included in the inspection. The reviewed policy included a risk management panel, the purpose of which was to: *"Ensure a robust system for sharing information, taking action, and providing interventions to reduce and manage risk, and safeguard children and young people known to the YOS"*. Although we saw little evidence of the use of the risk management panel in the cases inspected, there was a clear need for greater management oversight of *RoH* and Safeguarding issues.

Although we found little evidence of children and young people's learning styles being assessed at the start of their order the YOS had, in recent months, undertaken work to introduce a questionnaire to make such an assessment. They had introduced the *Brainboxx* learning styles tool; the next step was for case managers to use the tool in their planning and delivery of interventions.

2. DELIVERY AND REVIEW OF INTERVENTIONS

OVERALL SCORE: 60%

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:

56%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) Where there were changes in *RoH* factors they were identified swiftly and acted on appropriately in 78% of cases.
- (2) Case managers and other relevant YOS staff contributed effectively to multi-agency meetings in a substantial majority of cases – 88% when the child or young person was in custody and 86% when they were living in the community.

Areas for improvement:

- (1) *RoH* was reviewed thoroughly, in accordance with the national standard, in half the cases. Although a significant change to the child or young person's circumstances, requiring a review, occurred in 19 cases, it was carried out in only 11 cases.
- (2) Purposeful home visits had been carried out throughout the course of the sentence in accordance with the level of *RoH* in 60% of cases where required, and in accordance with Safeguarding issues in 69% of cases.
- (3) High priority was given to victim safety in just over one-third of relevant cases. Full assessments of the safety of victims had not been carried out in 63% of the cases requiring them.
- (4) Specific interventions to manage *RoH* in the community were delivered as planned in just over half of the cases, and reviewed in 30% of cases where there was a significant change. Interventions to manage *RoH* during the custodial phase of the sentence were delivered as planned in three of six relevant cases.
- (5) There was evidence of the effective management oversight of *RoH* in only one-quarter of both the custody and community cases.

2.2 Reducing the Likelihood of Reoffending:

General Criterion:

The case manager coordinates and facilitates the structured delivery of all elements of the intervention plan.

Score:

62%

Comment:

MODERATE improvement required

Strengths:

- (1) YOS staff had been involved appropriately in the review of interventions delivered in custody in all but two DTO cases.
- (2) The YOS worker actively motivated and supported the child or young person throughout the sentence in all but three cases while in custody.
- (3) Based upon the YOS assessment of LoR and *RoH* we found that the initial Scaled Approach intervention level was correct in all but three relevant cases.
- (4) Appropriate resources had been allocated according to *RoH* throughout the sentence in just under three-quarters of cases in the sample.

Areas for improvement:

- (1) Interventions in the community were implemented in line with the intervention plan in 53% of cases. They were sequenced and reviewed in 45% of cases; and were appropriate to the child or young person's learning style in only 42%. Only half of plans incorporated all diversity issues.
- (2) All requirements of the sentence had been implemented in two-thirds of relevant cases.

2.3 Safeguarding the child or young person:

General Criterion:

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

Score:

63%

Comment:

MODERATE improvement required

Strengths:

- (1) All necessary immediate action was taken to safeguard and protect the child or young person in all appropriate cases in the community. Similar figures were achieved in relation to other affected children and young people in the community.
- (2) Specific interventions to promote Safeguarding were identified in 89% of relevant custody cases.
- (3) In most cases, where necessary, Safeguarding referrals to other agencies had been made.
- (4) There was good evidence that the YOS workers and other relevant agencies (especially ETE/Connexions, substance misuse services, physical health and secure establishments) worked together to promote the Safeguarding and well-being of children and young people. There was less evidence of joint working between YOS workers and children's social care services or emotional and mental health services.
- (5) Specific interventions were identified in 73% and delivered 62% of relevant cases to promote Safeguarding in the community. Interventions incorporated factors identified in the VMP in 72% of the community cases.

Areas for improvement:

- (1) Specific interventions to promote Safeguarding were identified in 89% of relevant custody cases. However, these were incorporated in the VMP in only 60% and delivered in just over half (56%) of all applicable cases.
- (2) Effective management oversight of Safeguarding and vulnerability needs was lacking in six out of nine relevant cases in custody, and in 23 out of 33 cases in the community.

COMMENTARY on Delivery and Review of Interventions as a whole:

As a result of a reduction in the YOS budget there had been a 25% reduction in staffing since August 2010. The reduction in funding led to the cessation of preventions work and restructure of front line service delivery, including disbanding the ISS team, these changes had only been fully in place across the service for three weeks prior to the inspection.

Following restructuring, case managers had taken over responsibility for some of this work, although many told us that they felt ill-prepared to deliver interventions. We found little evidence that sufficient interventions were being delivered. Training plans were in place to provide case managers with the skills required to take on both ISS and other new tasks resulting from the restructuring.

3. OUTCOMES

OVERALL SCORE: 59%

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 six to nine 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:

60%

Comment:

MODERATE improvement required

Strengths:

- (1) There had been a reduction in the frequency of offending in 69%, and the seriousness of offending in 75% of cases.
- (2) Reporting instructions were given to children and young people sentenced by the court or released on licence, sufficient for the purpose of carrying out the sentence in all but seven cases.

Areas for improvement:

- (1) *RoH* had not been managed effectively in 14 out of 26 cases; this was mainly due to insufficient planning, or because interventions had not been delivered by the YOS.
- (2) Children and young people complied with the requirements of the sentence in less than one-third (32%) of cases inspected. In those cases where they had not complied, enforcement action had been taken sufficiently well by the YOS in 65% of cases.
- (3) There was no overall reduction in Asset scores in 70% of the cases inspected.

3.2 Sustaining outcomes:

General Criterion:

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

Score:

53%

Comment:

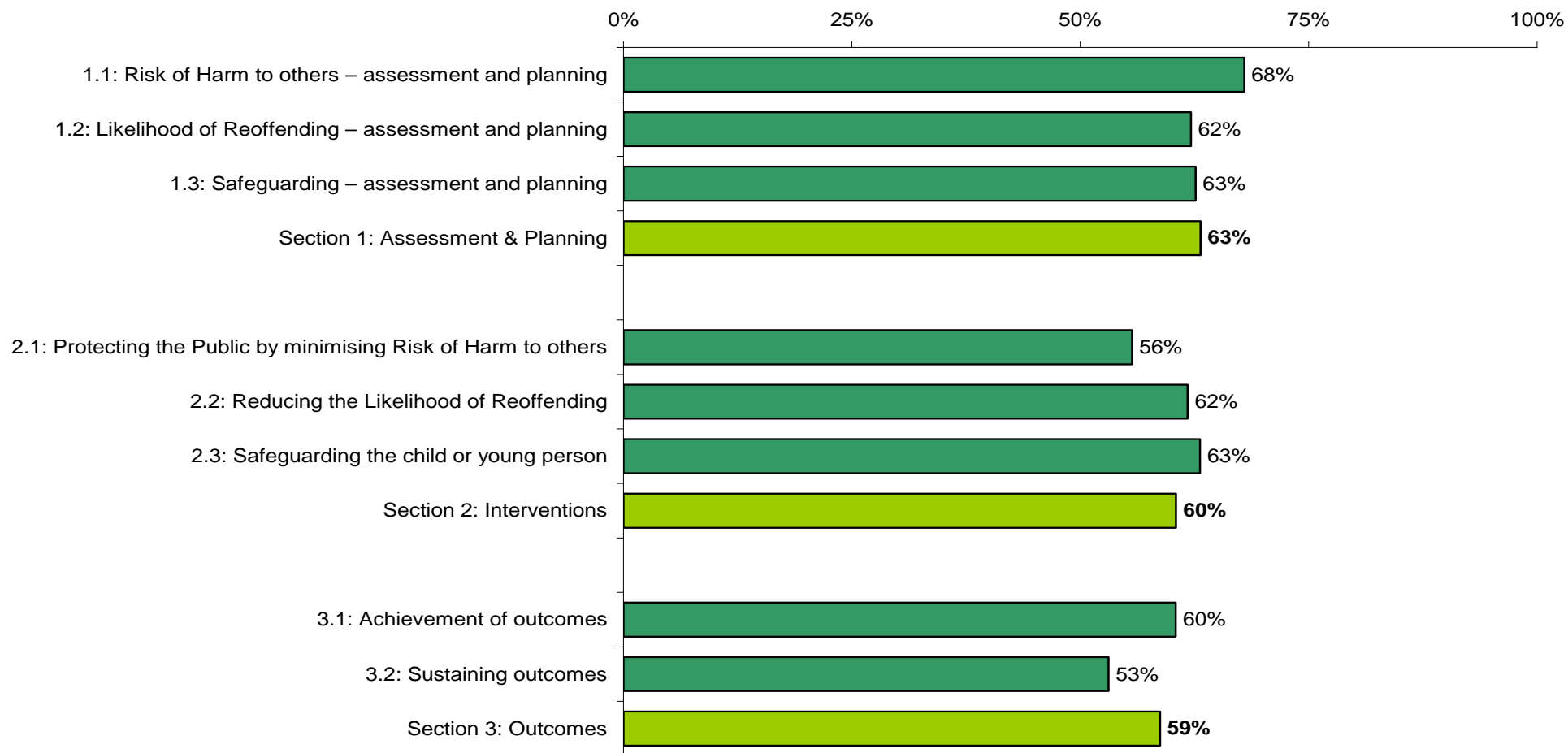
SUBSTANTIAL improvement required

Areas for improvement:

- (1) Full attention had been given to community integration issues in 22 of 38 cases in the community and in all but three custody cases.
- (2) Action had been taken or plans were in place to ensure that positive outcomes were sustainable in 48% of cases in the community, and in two out of seven relevant cases in custody.

Appendix 1: Scoring summary of sections 1-3

CCI Brent General Criterion Scores



Appendix 2: Contextual information

Area

Brent YOS was located in London in the North West of the capital.

The area had a population of 256,600 as measured in the ONS Mid Year Estimates 2010, 10.2% of which were aged 10 to 17 years old (Census 2001). This was slightly lower than the average for England/Wales, which was 10.4%.

The population of Brent was predominantly white British (52%) (Resident Population Estimates by Ethnic Group 2009). The population with a black and minority ethnic heritage (48%) was above the average for England/Wales of 12%.

Reported offences for which children and young people aged 10 to 17 years old received a pre-court disposal or a court disposal in 2009/2010, at 40 per 1,000, were worse than the average for England/Wales of 38.

YOS

The YOS boundaries were within those of the Metropolitan Police area. The London Probation Trust and the Brent and Harrow Primary Care Trust covered the area.

The YOS was located within the Children and Families Department. It was managed by the Head of Service.

The YOS Headquarters was in the centre of the borough. The operational work of the YOS was based in Wembley. ISS was provided from within the YOS.

Youth Justice Outcome Indicators 2011/2012 onwards

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 YOSs, please refer to:

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

Appendix 3: Inspection Arrangements

Fieldwork for this inspection was undertaken in September 2011 and involved the examination of 38 cases.

Model

The Core Case Inspection (CCI) involves visits to all 158 Youth Offending Teams in England and Wales over a three year period from April 2009. Its primary purpose is to assess the quality of work with children and young people who offend, against HMI Probation's published criteria, in relation to assessment and planning, interventions and outcomes. We look at work over the whole of the sentence, covering both community and custody elements.

Methodology

The focus of our inspection is the quality of work undertaken with children & young people who offend, whoever is delivering it. We look at a representative sample of between 38 and 99 individual cases up to 12 months old, some current others terminated. These are made up of first tier cases (referral orders, action plan and reparation orders), youth rehabilitation orders (mainly those with supervision requirements), detention and training orders and other custodial sentences. The sample seeks to reflect the make up of the whole caseload and will include a number of those who are a high *Risk of Harm to others*, young women and black & minority ethnic children & young people. Cases are assessed by a small team of inspection staff with Local Assessors (peer assessors from another Youth Offending Team in the region). They conduct interviews with case managers who are invited to discuss the work with that individual in depth and are asked to explain their thinking and to show where to find supporting evidence in the record. These case assessments are the primary source of evidence for the CCI.

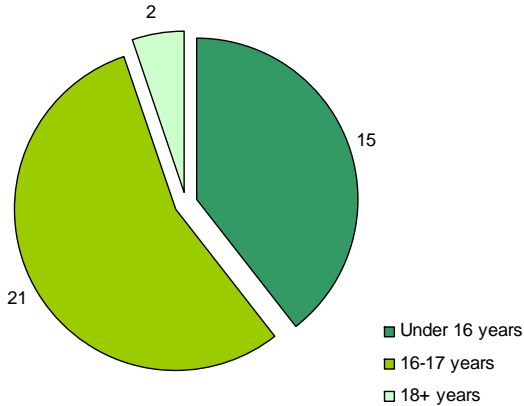
Prior to the inspection we receive copies of relevant local documents and a brief report from the Youth Justice Board. We also gather the views of service users (children & young people and victims) by means of computer and paper questionnaires.

Publication arrangements

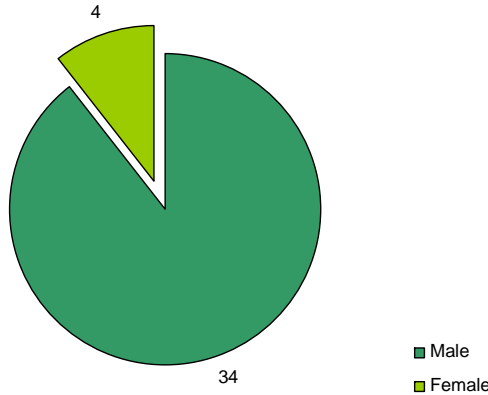
- Provisional findings are given to the YOS two weeks after the inspection visit takes place.
- A draft report is sent to the YOS for comment 4-6 weeks after the inspection, with publication following approximately 6 weeks later. In addition to a copy going to the relevant Minsters, other inspectorates, the MoJ Policy Group and the Youth Justice Board receive a copy. Copies are made available to the press and placed on our website.
- Reports on CCI in Wales are published in both Welsh and English.

Appendix 4: Characteristics of cases inspected

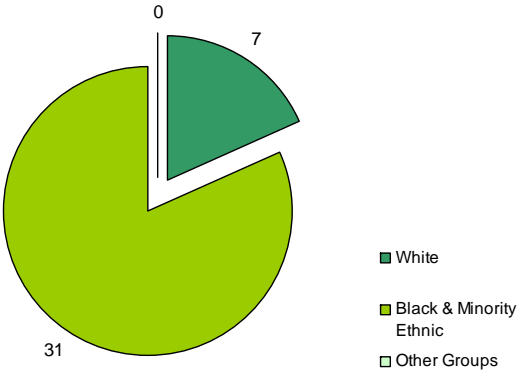
Case Sample: Age at start of Sentence



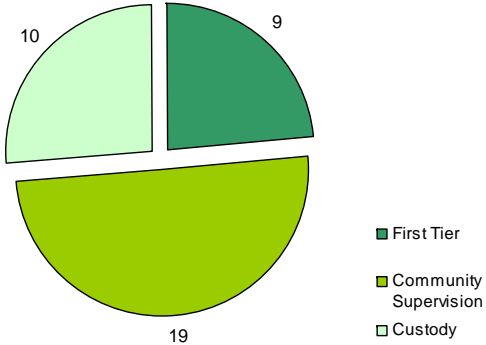
Case Sample: Gender



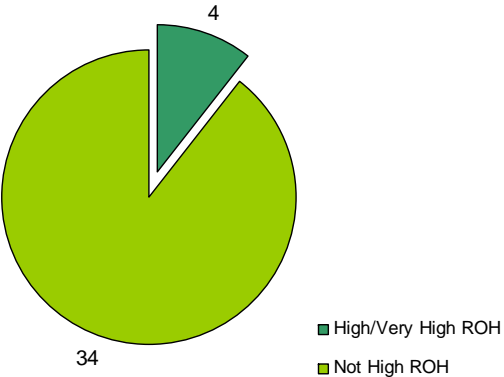
Case Sample: Ethnicity



Case Sample: Sentence Type



Case Sample: Risk of Harm



Appendix 5: Scoring approach

This describes the methodology for assigning scores to each of the general criteria and to the *RoH*, *LoR* and Safeguarding headline scores.

A typical case consists of elements of work that were done well enough and others where there is room for improvement. Therefore, the question "what proportion of cases were managed well enough?" does not itself provide a meaningful measure of performance and is not useful to inform improvements.

Rather HMI Probation measure the more focused question "how often was each aspect of work done well enough?" This brings together performance on related elements of practice from all inspected cases.

Each scoring question in the HMI Probation inspection tool contributes to the score for the relevant general criterion and section in the report. The performance of the YOS on that aspect of practice is described within the section of the report linked to that criterion. Key questions then also contribute to one or more of the headline inspection scores. In this way the headline scores focus on the key outcomes whereas the general criterion scores include the underlying detail.

The **score for a general criterion** is the proportion of questions relating to that criterion, across all of the inspected cases, where the work assessed by that question was judged sufficient (i.e. above the line). It is therefore an average for that aspect of work across the whole of the inspected sample.

For **each section in the report** the above calculation is repeated, to show the proportion of work related to that section that was judged 'above the line'.

Finally, for each of the **headline themes**, the calculation is repeated on the key questions that inform the particular theme, to show the proportion of that aspect of work that was judged 'above the line'; thereby presenting the performance as an average across the inspected sample.

This approach enables us to say how often each aspect of work was done well enough, and provides the inspected YOS with a clear focus for their improvement activities.

Appendix 6: Glossary

AIM2	A structured assessment tool developed as part of the Assessment, Intervention and Moving on project (AIM), for use with young people, aged between 10 and 17 years, who display sexually harmful behaviour
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
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	Work with an individual that is designed to change their offending behaviour and/or to support public protection. A <i>constructive</i> intervention is where the primary purpose is to reduce Likelihood of Reoffending. 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
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
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
Scaled Approach	The means by which YOTs determine the frequency of contact with a child or young person, based on their RoSH and LoR
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 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/YOT/YJS	Youth Offending Service/ Team/ Youth Justice Service. These are common titles for the bodies commonly referred to as YOTs
YRO	The youth rehabilitation order is a generic community sentence used with young people who offend

Appendix 7: 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/about/hmi-probation/index.htm>

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
6th Floor, Trafford House
Chester Road, Stretford
Manchester, M32 0RS*