



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:

Kingston Upon Thames

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Foreword

This Core Case Inspection of youth offending work in Kingston Upon Thames 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 71% 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 75% of the time, and the work to make each individual less likely to reoffend was done well enough 73% 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.

We also found a committed staff group who engaged positively with children and young people and that the good standard of work we reported in our last inspection in 2007 had been maintained. Interventions were of a high quality and efforts had been made to ensure that the progress made by children and young people was maintained by utilising the resources of other agencies. However, there remained scope for improvement in planning interventions and in the effectiveness of management oversight of work related to the assessment and management of the *Risk of Harm to others* presented by children and young people.

Overall, we consider this very encouraging set of findings.

Liz Calderbank
HM Chief Inspector of Probation

December 2011

	Scores from Wales and the English regions that have been inspected to date			Scores for Kingston Upon Thames
	Lowest	Highest	Average	
'Safeguarding' work <i>(action to protect the young person)</i>	37%	91%	68%	71%
'Risk of Harm to others' work <i>(action to protect the public)</i>	36%	85%	63%	75%
'Likelihood of Reoffending' work <i>(individual less likely to reoffend)</i>	43%	87%	71%	73%

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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 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: 71%	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: 75%	Comment: MINIMUM 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: 73%	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 timely and good quality assessment and plan, using Asset, is completed when the case starts (YOS 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 (YOS 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* (YOS Head of Service)
- (4) the plan of work sets appropriate goals, realistic timescales, is clearly sequenced and regularly reviewed (YOS Head of Service)
- (5) management oversight is effective in ensuring the quality of assessment and plans to manage vulnerability and/or *Risk of Harm to others*, and ensures that planned actions are delivered (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 Kingston Upon Thames YOS work that impressed us.

Assessment and Sentence Planning

General Criterion:
1.3

Kate, a Looked After Child came from a disturbed background that included an abusive father. Her conviction for an assault led to a YRO. The caseworker concluded that Kate's drinking and quick temper needed to be addressed, whilst keeping her safe. A plan was drawn up to manage her behaviour: specifying the time she would return home, limiting her drinking to weekends and attending anger management groups. Alongside this, the caseworker drew up plans with Kate's social worker to protect her at home. These included regular home visits by the social worker or the caseworker and liaison between the two workers. This meant that Kate was given clear boundaries and was kept safe.

Delivery and Review of Interventions

General Criterion:
2.2

Following his conviction for criminal damage, Anthony (who was autistic) was given a referral order. Anthony found it difficult to control his behaviour. The caseworker implemented a work plan to help him understand why he had offended. Use was made of other resources including family therapists, the education service to find long-term schooling and a volunteer to work with Anthony. In response to this case the parenting team also set up a support group for parents/carers of children with autism that Anthony's parents attended. This comprehensive package of interventions meant that Anthony was less likely to reoffend because there was a framework of support around him and his family.

Outcomes

General Criterion:
3.2

Colin had a history of poor compliance and a further YRO was made for a breach of a previous order. Before the start of the order he found his first job in a restaurant. The *What do YOU think?* questionnaire confirmed the importance of work for Colin and his worker motivated and supported Colin in employment. He complied with his order; appointments were arranged to fit in with work and sometimes the caseworker met Colin during his break. The job gave Colin a focus and purpose and the improvement in his life was remarkable; his family relationships improved, he stopped taking drugs and he found accommodation. By identifying the importance of work for Colin, the caseworker helped him to integrate into the community.

All names have been altered.

Service users' perspective

Children and young people

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

- ◇ All of the respondents knew why they had to attend the YOS and all except one recalled that staff had told them what would happen when they came in.
- ◇ A similar proportion (97%) felt that YOS staff were really interested in them, and the great majority (87%) said that YOS staff had listened to what they had to say.
- ◇ Just over three-quarters of the children and young people reported that YOS staff had taken action to deal with the issues they had raised.
- ◇ All said that the YOS worker had discussed their referral order contract or supervision or sentence plan with them.
- ◇ Twenty-two (73%) of the respondents remembered either completing a *What do YOU think?* form or another form about themselves.
- ◇ Sixteen respondents said that the YOS had helped them to understand their offending. Fourteen had been helped with school, training or getting a job; the same number said that they had had been helped either in making better decisions or with dealing with their relationships and family. Ten reported that they had been helped to change their lifestyle, for example, finding different things to do.
- ◇ A total of 24 respondents (83%) felt that they were less likely to reoffend as a result of their involvement with the YOS.
- ◇ On a scale of zero to ten (ten being completely satisfied), 80% of the children and young people (23) rated the service given to them by the YOS as five or more, with eight rating it as a ten.
- ◇ One young person commented: *"The staff are really amazing when you need them. Being around positive people is also helpful – making mistakes is a part of life, but learning from them is better. They taught me how to learn from my mistakes"*. Another said: *"I am now a mature young man with ambitions to make it in life"*.

Victims

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

- ◇ None of the respondents were completely satisfied with the service given to them by the YOS.
- ◇ Only one said that staff in the YOS had explained the service they could offer and had been given an opportunity to talk about any worries they had.
- ◇ None of the victims had benefited from work done by the child or young person who had committed the offence.
- ◇ In the cases of two victims, where it was relevant, the victims felt that YOS staff had paid sufficient attention to their safety.

1. ASSESSMENT AND SENTENCE PLANNING

OVERALL SCORE: 64%

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:

84%

Comment:

MINIMUM improvement required

Strengths:

- (1) An RoH screening had been completed in all cases. The screening was produced on time in 92% of cases and accurate in 86%. We agreed with the RoH classification in 95% of the sample.
- (2) A full RoSH assessment had been completed in 95% of the cases where the need was indicated. The assessment had been completed on time in 89% of cases.
- (3) In 84% of cases the RoSH assessment drew adequately on all appropriate information, including MAPPA, other agencies' and previous assessments and information from victims.
- (4) An RMP was prepared on time in 11 out of the 12 cases where it was required (92%).
- (5) Where there was no requirement for an RMP, the need for planning for RoH issues had been recognised in seven out of eight cases (88%) and acted upon in five (71%).
- (6) Details of the RoSH assessment and management had been communicated appropriately to all relevant staff and agencies in all 14 relevant cases.

Areas for improvement:

- (1) The RoSH assessment was of insufficient quality in 32% of cases primarily because the risk to victims was not fully considered.
- (2) The RMP was judged to be of insufficient quality in 7 out of 12 cases. The main deficits were that roles and responsibilities were not clear and the

planned response was unclear or inadequate. In a number of plans there were descriptions of the general approach that was to be undertaken in supervising the child or young person, but little on the specifics of how their particular *RoH* was to be managed.

- (3) Although RMPs had been countersigned by managers, there had not been effective management oversight of the RMP in 7 of the 12 cases.
- (4) Effective management oversight of the *RoH* assessment was evident in 50% of cases.

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><i>60%</i></p>	<p><i>Comment:</i></p> <p><i>MODERATE improvement required</i></p>

Strengths:

- (1) An initial assessment of LoR had been completed in all cases. The assessment was timely in 95% of cases and judged to be of sufficient quality in 84%.
- (2) There was active engagement to carry out the assessment with the child or young person and the parents/carers in 87% and 83% of cases respectively.
- (3) The case manager had assessed the learning style of the child or young person in two-thirds of the cases.
- (4) There was evidence that contact with or previous assessments from other agencies had informed the assessment of LoR. For example, liaison with the substance misuse service was particularly strong.
- (5) A custodial sentence plan was completed in nine out of ten applicable cases. In all except one case the plan was timely.
- (6) A community plan/referral order contract had been undertaken in 94% of cases. The plan/contract had been completed on time in 79% of cases and focused on achievable change in 72%.
- (7) In all ten relevant cases, YOS workers had been actively and meaningfully involved throughout the custodial planning process; all except one custodial plan had been reviewed at the appropriate intervals.
- (8) External agencies were actively and meaningfully involved in the planning process. For example, 84% of relevant cases contained evidence that

children's social care services had made a contribution to the assessment and planning process.

Areas for improvement:

- (1) A *What do YOU think?* questionnaire had not informed 42% of assessments.
- (2) In 32% of cases the initial assessment had not been reviewed at appropriate intervals.
- (3) In six of the nine custodial sentence plans, offending-related factors were not addressed sufficiently, six did not incorporate the child or young persons learning style, five failed to identify lifestyle issues and four, living arrangements. Five plans did not integrate the RMP and two did not take into account Safeguarding needs.
- (4) Community intervention plans/referral order contracts did not sufficiently address offending-related factors in 50% of cases. Whilst some factors were reasonably well covered, for example substance misuse (74%), others were not adequately included in the plan. The most notable shortfall was in relation to factors that concerned the child or young person's attitude to offending (37%).
- (5) Intervention plans/referral order contracts integrated RMPs in only 10% of applicable cases. Plans took into account Safeguarding needs in 20% of cases and 22% incorporated the child or young person's learning style. Only 5% of plans responded appropriately to identified diversity needs, which in most cases related to race and ethnicity.
- (6) Community intervention plans/referral order contracts included positive factors that might be reinforced and might have contributed to desistance from crime, for example the existence of a supportive family and social network in only 41% of cases
- (7) Only 41% of community intervention plans/referral order contracts set realistic timescales; 44% set relevant goals; and 47% reflected national standards.
- (8) Objectives in the custodial sentence plans were not prioritised according to *RoH* in 86% of case; not sequenced according to offending-related factors in 89% of cases; and not sensitive to diversity issues, mindful of victim concerns and inclusive of Safeguarding work in 50%.
- (9) In community intervention plans/referral order, contracts objectives were not prioritised according to *RoH* 75% of cases; not sequenced according to offending-related factors in 53%; not sensitive to diversity issues in 89%; and not mindful of victim issues or Safeguarding work in 50% and 83% of cases respectively.
- (10) The child or young person had not been actively and meaningfully involved in the planning process in a little over one-quarter of cases and in 44% of cases parents/carers had not been involved in the planning process.
- (11) The community intervention plan/referral order contract had not been reviewed at appropriate intervals in 34% of cases.

1.3 Safeguarding:

General Criterion:

The assessment of Safeguarding needs is comprehensive, accurate and timely and uses Asset and other relevant assessment tools. Plans are in place to manage Safeguarding and reduce vulnerability.

Score:

62%

Comment:

MODERATE improvement required

Strengths:

- (1) In all cases an Asset vulnerability screening had been completed. In 95% of cases the screening had been completed on time and was judged to be of sufficient quality in 79%.
- (2) A VMP had been completed in 24 out of the 28 cases where, in our view, one was required.
- (3) In seven out of eight applicable cases, the secure establishment had been made aware of the vulnerability issues prior to, or immediately on, sentence.
- (4) Copies of other plans (care pathway, protection) were found in seven of the ten relevant cases.
- (5) A contribution had been made to other assessments and plans to safeguard the child or young person in seven out of eight applicable cases.

Areas for improvement:

- (1) Safeguarding had not been fully and accurately reviewed in 26% of the inspection sample.
- (2) In the cases where a VMP had been completed, 39% were not timely and 68% were of insufficient quality. The planned responses set out in the documents were often inadequate or unclear. In addition, a number of VMPs did not make sufficient distinction between the *RoH* the child or young person posed and their vulnerability brought about by their offending.
- (3) The VMP contributed to and informed interventions in 3 of the 24 applicable cases. In two out of the nine relevant cases, the VMP informed other plans on the child or young person.
- (4) There was effective management oversight of vulnerability assessments in 45% of cases.

COMMENTARY on Assessment and Sentence Planning as a whole:

The assessments on most children and young people were informed by use of a learning styles questionnaire. This was a positive development; however, more work was needed to demonstrate that the findings from the questionnaires were translated into individualised intervention plans. More detail was also required in the plans about what contribution the YOS workers would make to the achievement of the objectives. Despite this, the intervention plans were generally well written and accessible to children and young people.

VMPs often lacked clear detail as to how the vulnerability was to be reduced or managed and some planned actions were inappropriate, for example enforcement action was often used as a standard response regardless of the child or young person's circumstances.

2. DELIVERY AND REVIEW OF INTERVENTIONS

OVERALL SCORE: 80%

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:

75%

Comment:

MINIMUM improvement required

Strengths:

- (1) Changes in *RoH* or other acute factors were anticipated where possible in 63% of cases, identified swiftly in 83% and acted upon appropriately in all cases.
- (2) Case managers and other relevant staff contributed effectively to multi-agency meetings on *RoH* presented by children and young people in all five applicable custody cases and in all except one of the ten community cases.
- (3) In 97% of community and custody cases, appropriate resources had been allocated according to the assessed *RoH* throughout the sentence.
- (4) Specific interventions to manage *RoH* were delivered as planned in 21 out of 23 community cases (91%) and in all five applicable custody cases.
- (5) There had been effective management oversight of *RoH* in 88% of custody cases and 71% of community cases.

Areas for improvement:

- (1) *RoH* had been reviewed no later than three months from the start of sentence in 61% of cases. In six out of ten cases (60%) *RoH* was reviewed following a significant change, such as a change in accommodation by the child or young person.
- (2) Purposeful home visits had not been carried out throughout the sentence, in accordance with the level of *RoH* posed or Safeguarding needs in 29% and 35% of cases respectively.

- (3) The case manager had not given sufficient attention to the assessment of the safety of victims in 8 out of 27 applicable cases (30%) and a high priority had not been given to victim safety throughout the sentence in 10 of 23 relevant cases (43%).
- (4) Specific interventions to manage *RoH* were reviewed following a significant change in only four of the seven relevant community cases (57%) and in two of the three custody cases (67%).

2.2 Reducing the Likelihood of Reoffending:	
<i>General Criterion:</i> <i>The case manager coordinates and facilitates the structured delivery of all elements of the intervention plan.</i>	
<i>Score:</i> <i>82%</i>	<i>Comment:</i> <i>MINIMUM improvement required</i>

Strengths:

- (1) In 71% of cases interventions were delivered in line with the intervention plan; were of good quality in 76%; and were designed to reduce LoR in 79%.
- (2) YOS staff had been appropriately involved in the review of interventions in custody in 90% of cases and there was evidence of effective liaison with secure establishment staff.
- (3) Based on the assessment of the YOS worker, we judged that the initial Scaled Approach intervention was correct in all cases.
- (4) In 95% of cases, appropriate resources had been allocated according to the assessed LoR throughout the sentence.
- (5) The requirements of the sentence had been implemented in all 19 relevant cases.
- (6) The case manager was judged to have actively motivated and supported the child or young person in 90% of custody cases and 91% of community cases. The case manager had also reinforced positive behaviour in 90% of custody cases and in all community cases.
- (7) The YOS worker had actively engaged the parents/carers of the child or young person in 90% of custody cases and 91% of community orders.
- (8) Interventions incorporated all diversity issues in 70% of cases.

Area for improvement:

- (1) Interventions were not appropriate to the learning style of the child or young person in 38% of cases; not sequenced appropriately in 32%; and not reviewed appropriately in 41%.

2.3 Safeguarding the child or young person:	
General Criterion: <i>All reasonable actions have been taken to safeguard and reduce the vulnerability of the child or young person.</i>	
Score: 82%	Comment: MINIMUM improvement required

Strengths:

- (1) In the two community cases where it was relevant all necessary immediate action had been taken to protect the child or young person. In the one case where it was required, all necessary action had been taken to protect another affected child or young person.
- (2) All necessary referrals to ensure Safeguarding had been made in the ten community cases and two custody cases where it was required.
- (3) In the great majority of cases, case managers and relevant agencies worked together to promote the well-being of the child or young in custody and the community. We found examples of excellent joint work with schools and children's social care services to help ensure the safety of children and young people who were vulnerable.
- (4) YOS workers and other relevant agencies worked together to ensure continuity in the provision of mainstream services in the transition from custody to the community. In all except one custody case, where there was a need for physical or mental health support, substance misuse services, ETE help, accommodation provision and access to children's social care services, action had been taken to promote continuity of such provision.
- (5) Specific interventions to promote Safeguarding had been identified in 19 out of 20 relevant community cases (95%) and had been delivered in 16 out of the 20 (80%). In relation to custody cases, specific interventions had been identified and delivered in three of the four relevant (75%) cases.
- (6) All relevant staff were judged to have supported and promoted the well-being of the child or young person in 94% of applicable community cases and 90 of custody cases.

Areas for improvement:

- (1) Specific interventions to promote Safeguarding in the community did not incorporate those identified in the VMP in 7 out of 14 relevant community cases (50%) and in two out of four custody cases (50%). The interventions had not been reviewed in half of the community cases and in one-quarter of the custody cases.
- (2) There had been effective management oversight of Safeguarding and vulnerability needs in 78% of custody cases and 64% of community cases.

COMMENTARY on Delivery and Review of Interventions as a whole:

Interventions were of a good quality and YOS workers were able to draw on a range of resources including a psychologist, workers from the Family Intervention Project and post-custody Resettlement workers. The co-location of the YOS with the Substance Misuse Service meant that there were straight forward referral routes for children and young people who needed to access advice or treatment.

YOS staff were committed to working to with children and young people and levels of contact were impressive. The YOS offices were welcoming, well maintained and provided resources relevant to the needs of the children and young people who attended. In particular, the reception staff in the office provided a professional and effective service to children and young people and to their parents/carers.

3. OUTCOMES

OVERALL SCORE: 79%

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:

78%

Comment:

MINIMUM improvement required

Strengths:

- (1) LoR had been reduced in 66% of cases.
- (2) Where the child or young person had not complied with the requirements of the sentence, enforcement action had been taken sufficiently well in 95% of cases.
- (3) In cases where there had been a reduction in offending-related factors identified in the initial Asset these most frequently related to living arrangements, 11 out of 20 (55%); neighbourhood, 6 out of 11 (55%); perception of self and others, 15 out of 28 (54%); and family and personal relationships, 16 out of 30 (53%).
- (4) There had been a reduction in the frequency of offending and seriousness of offending in 86% of cases. This is significantly better than the average of those inspected to date.

Areas for improvement:

- (1) *RoH* had been successfully managed in 70% of applicable cases.
- (2) Where there was an identifiable or potential victim, we found evidence that the *Risk of Harm* to them had been effectively managed in 14 out of 24 cases (58%).

- (3) The child or young person had not complied with the requirements of the sentence in 53% of cases.
- (4) In 19 out of the 29 cases where there was an assessed risk factor linked to the child or young person's Safeguarding, there had been no reduction in those risk factors. We considered that all reasonable action had been taken to keep the child or young person safe in only 18 out of 30 cases.

3.2 Sustaining outcomes:	
General Criterion: <i>Outcomes are sustained in relation to RoH, LoR and Safeguarding.</i>	
Score: 83%	Comment: MINIMUM improvement required

Strengths:

- (1) Full attention had been given to community integration during the custodial phase of the sentence in seven out of ten relevant cases (70%). For cases in the community full attention had been given to this issue in 32 out of 34 cases (94%).
- (2) For children and young people in the community action had been taken to ensure that positive outcomes were sustainable in 21 out of 25 cases (84%).

Area for improvement:

- (1) Action had not been taken during the custodial phase of the sentence to ensure that positive outcomes were sustainable in four out of eight cases (50%).

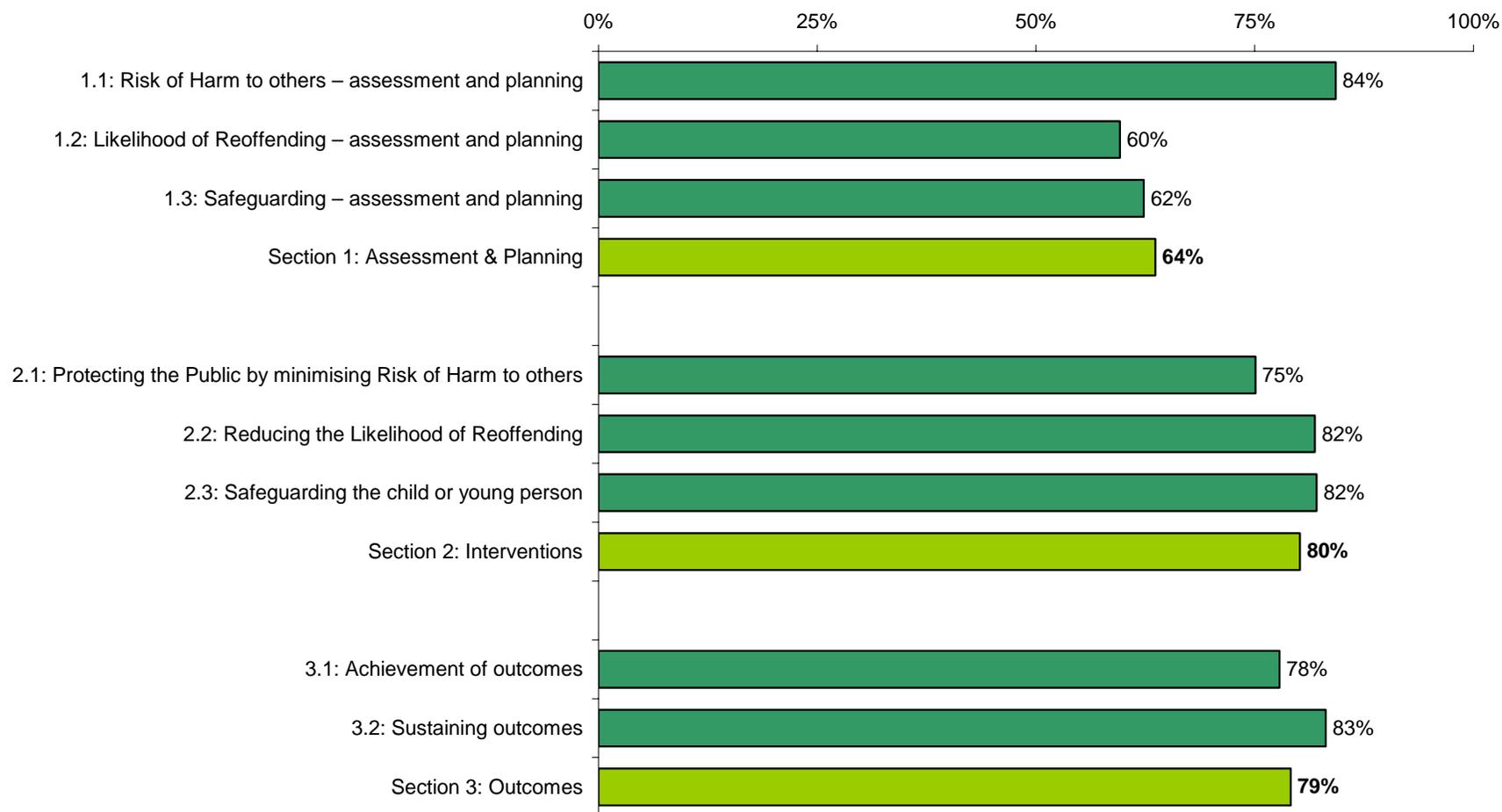
COMMENTARY on Outcomes as a whole:

YOS workers had paid attention to the need to ensure that the initial outcomes of supervision were sustainable in community cases and this was evident in the plans that had been produced. In a number of cases plans had been drawn up that involved other workers, for example specialist police officers and victim support staff to support the child or young person following the completion of supervision.

The seconded probation officer was allocated cases that were likely to transfer to the adult probation service when the young person reached the required age. The officer maintained good links with the London Probation Trust and worked effectively to ensure a smooth transition to the adult service.

Appendix 1: Scoring summary of sections 1-3

CCI Kingston Upon Thames General Criterion Scores



Appendix 2: Contextual information

Area

Kingston Upon Thames YOS was located in London in the West of the capital.

The area had a population of 169,000 as measured in the ONS Mid Year Estimates 2010, 9.1% of which were aged 10 to 17 years old (Census 2001). This was lower than the average for England/Wales, which was 10.4%.

The population of Kingston Upon Thames was predominantly white British 81% (Resident Population Estimates by Ethnic Group 2009). The population with a black and minority ethnic heritage 19% was higher than 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 35 per 1,000, were better than the average for England/Wales of 38.

YOS

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

The YOS was located within Prevention and Integration Services. It was managed by the Service Manager of the Youth Offending and Substance Misuse Service.

The YOS Headquarters was in Kingston Upon Thames, where the operational work of the YOS also took place. ISS was provided in-house.

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 YOTs, 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 and 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.

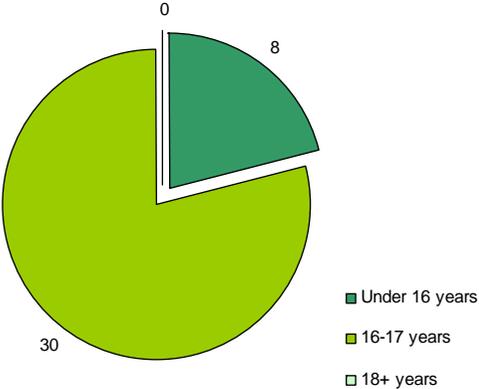
Prior to the inspection we receive copies of relevant local documents and a brief report from the Youth Justice Board. We also gather the views of service users (children & young people and victims) by means of computer and paper questionnaires.

Publication arrangements

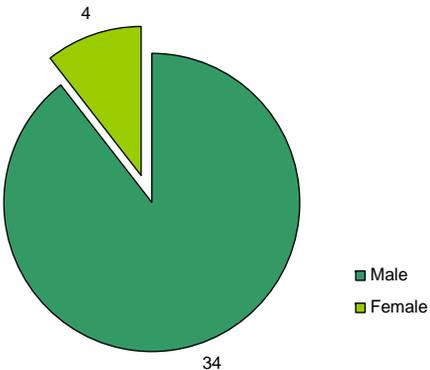
- Provisional findings are given to the YOS two weeks after the inspection visit takes place.
- A draft report is sent to the YOS for comment 4-6 weeks after the inspection, with publication following approximately 6 weeks later. In addition to a copy going to the relevant Minsters, other inspectorates, 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

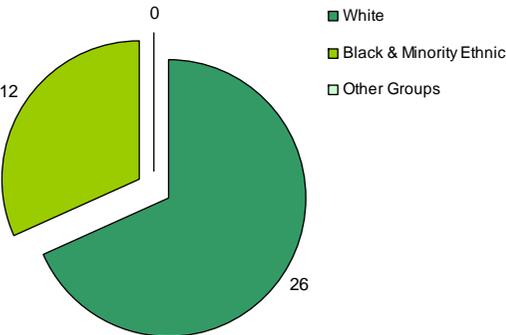
Case Sample: Age at start of Sentence



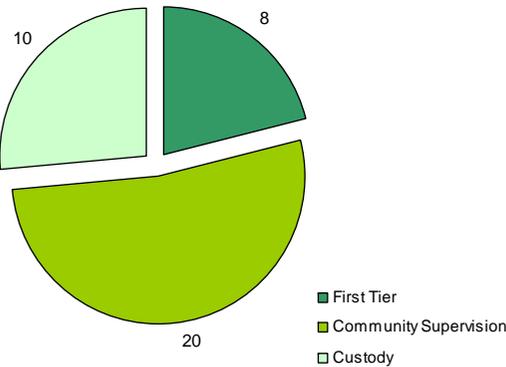
Case Sample: Gender



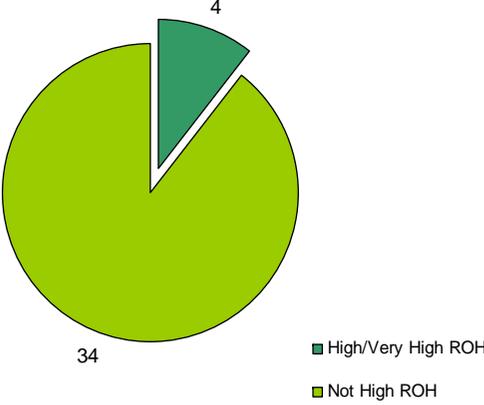
Case Sample: Ethnicity



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 YOT 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 YOT with a clear focus for their improvement activities.

Appendix 6: Glossary

ASB/ASBO	Antisocial behaviour/Antisocial Behaviour Order
Asset	A structured assessment tool based on research and developed by the Youth Justice Board looking at the young person's offence, personal circumstances, attitudes and beliefs which have contributed to their offending behaviour
CAF	Common Assessment Framework: a standardised assessment of a child or young person's needs and of how those needs can be met. It is undertaken by the lead professional in a case, with contributions from all others involved with that individual
CAMHS	Child and Adolescent Mental Health Services: part of the National Health Service, providing specialist mental health and behavioural services to children and young people up to at least 16 years of age
Careworks	One of the two electronic case management systems for youth offending work currently in use in England and Wales. See also YOIS+
CRB	Criminal Records Bureau
DTO	Detention and training order: a custodial sentence for the young
Estyn	HM Inspectorate for Education and Training in Wales
ETE	Education, Training and Employment: work to improve an individual's learning, and to increase their employment prospects
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
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
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 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/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:

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Chester Road, Stretford
Manchester, M32 0RS*