



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:

Enfield

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Foreword

This Core Case Inspection of youth offending work in Enfield 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 75% 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 66% 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.

Against the backdrop of some difficult issues in the borough, including oversight of a high number of out-of-area Looked After Children and rival gangs, the YOT was striving hard to do their best often in difficult circumstances. High quality work was being done by some staff, while other workers were less effective. Managers were fully alert to this and were taking appropriate action to strengthen the capability and performance of the YOT.

Overall, we consider this an encouraging set of findings.

Liz Calderbank
HM Chief Inspector of Probation

September 2011

	Scores from Wales and the English regions that have been inspected to date			Scores for Enfield
	Lowest	Highest	Average	
'Safeguarding' work <i>(action to protect the young person)</i>	37%	91%	68%	75%
'Risk of Harm to others' work <i>(action to protect the public)</i>	36%	85%	63%	66%
'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: 75%	Comment: MINIMUM 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: 66%	Comment: MODERATE 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 (YOT 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 (YOT Manager)
- (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 and in particular following receipt of significant new information, intelligence or reports of harmful or unsafe behaviour (YOT Manager)
- (4) there is regular and effective oversight by management that is clearly recorded within the case record, as appropriate to the specific case (YOT Manager).

Furthermore:

- (5) children and young people and their parents/carers are actively and meaningfully involved in assessment and planning, including through the timely use of self-assessments and the assessment of learning styles (YOT Manager)
- (6) cases that meet Multi-Agency Public Protection Arrangements criteria are correctly and consistently identified and then referred or notified to MAPPA in accordance with national guidance (YOT Manager).

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 Enfield YOT work that impressed us.

Assessment and Sentence Planning

General Criterion:
1.2

In order to try and gain a wider perspective on why Deniz, a young man of Turkish descent, offended, the case manager completed an amended version of the *What do YOU think?* form with Deniz's father. This was done with the assistance of an interpreter and proved to be particularly helpful in this case, given the unclear motivation for the offence and the low number of factors linked to Deniz's offending.

Delivery and Review of Interventions

General Criterion:
2.2

Another case highlighted the impact on children and young people of the victim awareness group work programme. During a session focusing on the consequences of gun and knife crime for children and young people, their families and the community, a member of The Mothers Against Murder and Aggression group engaged the participants in discussion. In his evaluation of the session, Joseph said he had learned "*it's easy to die, I wouldn't have liked to have seen anything done differently in the session and there was nothing to enjoy about the session*".

Outcomes

General Criterion:
3.2

Ivana had served a four month DTO for an offence of theft. As the end of the short licence period approached, the case manager referred her to both the YOT's resettlement worker and the Roma Traveller support officer to offer ongoing support after the licence had ended. A new intervention plan was drawn up detailing the additional support offered to her. In the event, Ivana did not access the ongoing support, but the offer of help showed evidence of effective exit planning on the part of the case manager.

All names have been altered.

Service users' perspective

Children and young people

Fifty-two children and young people completed a questionnaire for the inspection.

- ◆ Twenty-eight of the children and young people who completed questionnaires were on referral orders. All but one of these knew what a referral order contract was; 26 had discussed theirs with their YOT worker and 23 had a copy of it.
- ◆ Of those who answered the question, 63% knew what a supervision or sentence plan was. Of these, 87% had discussed theirs with their YOT worker.
- ◆ Just under three-quarters of those who answered the question said they had had their referral order contract or sentence plan reviewed.
- ◆ All but two respondents knew why they had come to the YOT and most had been told what would happen to them there; 94% felt that the YOT workers made it easy or very easy for children and young people to understand the help on offer to them. One said that their YOT worker *"explained everything in a way that it was impossible not to understand"*.
- ◆ The majority of those completing the questionnaire felt that the YOT were either mostly or completely interested in helping them and in listening to them. One commented *"they told me what I must do in certain situations and that they can help me with almost anything. If they can't help me, then they will tell me who can"*.
- ◆ A high percentage (81%) recalled completing a *What do YOU think?* self-assessment questionnaire.
- ◆ Four children and young people said that they had felt afraid at some point during their time involved with the YOT. Of these, two said YOT workers had helped a lot in relation to their fears, one felt they had not helped much and one not at all.
- ◆ Many children and young people felt that the YOT had helped them, several in relation to school, college and jobs, others in terms of improving their ability to make decisions or in relation to understanding their offending. This is reflected in the following range of comments from children and young people:
 - *"Me and my parents don't seem to argue quite as much as we used to and I'm more willing to help them now, likewise them towards me"*.
 - *"I don't get harassed by the police anymore as I have gone just under a year without reoffending"*.
 - *"The Victim Awareness group made me understand how victims feel"*.

Victims

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

- ◇ All 20 respondents said that the YOT had explained the available services and had given them the opportunity to talk about their worries concerning the offence or the child or young person who had committed the offence.
- ◇ All who answered the particular question said that both their needs and their safety had been taken into account by the YOT.
- ◇ One person had benefited directly from work done by the child or young person.
- ◇ All respondents were either mostly or completely satisfied with the service provided by the YOT.
- ◇ One commented: *"I can't fault the service you have offered. (You) kept us informed throughout. A really good service. You did everything you could"*.
- ◇ Another said: *"Things were done to help stop him (the child or young person who offended). I think you're doing brilliantly"*.

1. ASSESSMENT AND SENTENCE PLANNING

OVERALL SCORE: 72%

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:

71%

Comment:

MODERATE improvement required

Strengths:

- (1) A RoSH screening was completed in all but three cases in the sample and generally on time.
- (2) The Asset RoSH classification was deemed to be correct in all but two cases.
- (3) Where required, a full RoSH analysis was completed in all but one case. Similarly, where RMPs were required, these were completed in all but three cases.
- (4) *RoH* assessments drew adequately on all appropriate information in most cases, including that from other agencies, previous assessments and victims.
- (5) Where there was no requirement for an RMP or where one had not been produced, the need for planning to manage *RoH* was nonetheless recognised and acted upon in the majority of cases.

Areas for improvement:

- (1) Just over two-thirds of RoSH screenings were considered to be accurate. In some cases, we found an over-reliance on YOIS for information about previous convictions, rather than appropriately using information from the Police National Computer. This led, on occasion, to details of previous convictions being missed.
- (2) Where required, a full RoSH analysis was completed on time in 68% of cases and to a sufficient quality in 64%. The timing of the analysis and not fully accounting for previous behaviour or the risk to victims were the main reasons for considering some cases insufficient.

- (3) Similarly, the timeliness and quality of RMPs left room for improvement; 44% were timely and 56% of sufficient quality. Some RMPs were well focused and structured and, as such, were better than many seen elsewhere, but others lacked clarity in relation to roles and responsibilities or were otherwise limited.
- (4) Custodial and community sentence plans were often not integrated with RMPs; such integration was evident in half of custodial and a little more (57%) of community plans.
- (5) Details of the *RoH* assessment were not communicated to other relevant staff and agencies in over one-third of cases.
- (6) Objectives within sentence plans were prioritised according to *RoH* in 47% of community and only 40% of custodial cases.
- (7) We considered that six cases in the sample met the criteria for MAPPA but only one had been referred.
- (8) We found evidence of effective management oversight of just over half of RMPs and of only 38% of *RoH* assessments. This reflected the findings above.

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>72%</i></p>	<p><i>Comment:</i></p> <p><i>MODERATE improvement required</i></p>

Strengths:

- (1) Initial assessments of LoR were carried out in 89% of all cases and on time in nearly three-quarters of these. Such assessments were generally informed by contact with mental health services, the secure estate or the police as appropriate.
- (2) Sentence plans were generally completed and usually on time in both custody and community cases. Community sentence plans were better focused than their custodial equivalent on those factors linked to offending.
- (3) Both custodial and community sentence plans tended to include positive factors and respond appropriately to identified diversity needs. Plans gave shape to the community order, focused on achievable change and reflected sentencing purposes in most cases.

- (4) Objectives within sentence plans were sensitive to diversity issues in around three-quarters of all cases.
- (5) Sentence plans were reviewed at appropriate intervals in all of the relevant custody cases and in most (82%) of community ones.

Areas for improvement:

- (1) One-third of LoR assessments were of sufficient quality. In many cases, such assessments had been 'pulled through' from earlier assessments, which led to a lack of up-to-date analysis of the child or young person's circumstances.
- (2) Nearly three-quarters of children and young people were actively involved in the initial assessment of their offending-related needs, but fewer (58%) were actively involved in the planning of interventions.
- (3) Similarly, parents/carers were actively involved in nearly two-thirds of initial assessments and just over half of plans.
- (4) The learning style of the child or young person was formally assessed in only one-third of cases and the *What do YOU think?* self-assessment questionnaire was used in just under half of all cases in the sample. The results of the survey of children and young people suggested this form was more widely used and we found evidence of it being adapted for use with parents/carers, as described above. There were isolated examples of the *What do YOU think?* form being used at the point of reviewing assessments and plans which was encouraging.
- (5) Greater use could have been made of information from other agencies in completing initial assessments; for example, contact with children's services informed just 61% of all initial assessments. Similarly, other agencies such as physical health services and education providers could have played more of a role in the planning process throughout the sentence in about half of all cases.
- (6) Although sentence plans tended to be reviewed at appropriate intervals as detailed above, the underpinning initial assessment was only reviewed in 59% of cases.
- (7) Objectives were sequenced according to offending-related need in 59% of community sentence plans; this figure rose to 75% in the custodial sample.
- (8) Just over half (56%) of custodial sentence plans sufficiently addressed factors linked to offending. Many such plans did not reflect the extent of the work done in custody, which in some cases was both ambitious and impressive.

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:

72%

Comment:

MODERATE improvement required

Strengths:

- (1) An Asset vulnerability screening was completed in the majority of cases examined (92%) and on time in 78%. Nearly three-quarters were of sufficient quality.
- (2) All the custodial sentence plans and most of the community ones took account of the child or young person's Safeguarding needs, setting objectives relating to Safeguarding as required.
- (3) Similarly, VMPs informed interventions and other plans in most cases, with case managers contributing to other assessments and plans, such as through the CAF, in 82% of appropriate cases.
- (4) In all relevant cases, the secure estate was alerted to issues relating to the child or young person's vulnerability either prior to or immediately upon sentencing.
- (5) Safeguarding needs were reviewed as appropriate in over three-quarters of cases.

Areas for improvement:

- (1) We examined 15 cases where we considered that a VMP was required; nine were completed. Those which were done were all of sufficient quality but only six were timely.
- (2) Although case managers clearly contributed to the assessments and plans of other agencies as indicated above, we found copies of such plans on file in only three of seven relevant cases.
- (3) Management oversight of vulnerability assessments was judged to be ineffective in 44% of cases.

COMMENTARY on Assessment and Sentence Planning as a whole:

Sentence planning was generally satisfactory, but we had concerns that the underpinning assessments were not always up-to-date, well informed by the child

or young person and other agencies, or analytical as to the causes of the child or young person's offending and the nature of their *RoH* or vulnerability. Where assessments had been 'pulled through' from earlier orders, they often lacked sufficient information about current behaviour or caused confusion for the case manager about where to focus their attention. A number of cases were being managed with multi-agency input, e.g. through the Gangs Action Group, but the involvement of MAPPA was surprisingly low. One MAPPA case had not been recognised by the YOT as such and in another the case manager had assumed that the secure estate would prompt the referral to MAPPA, resulting in a delayed referral. Management oversight, particularly in relation to *RoH* and vulnerability, was improving, but needed to improve more.

One-quarter of the cases examined were Looked After Children, many of whom were the temporary responsibility of Enfield YOT, often on behalf of another London borough. Some of these cases posed real problems for staff and managers, in terms of their ability to elicit relevant information from their peers in other YOTs and agencies, but although the efforts put into doing so were at times impressive, the results did not always follow.

Links with the custodial estate were good but custodial sentence planning did not always reflect the volume or nature of work being done with the child or young person in that environment.

2. DELIVERY AND REVIEW OF INTERVENTIONS

OVERALL SCORE: 76%

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:

65%

Comment:

MODERATE improvement required

Strengths:

- (1) Appropriate resources were allocated according to *RoH* posed throughout the sentence in 86% of cases.
- (2) Specific interventions to manage *RoH* were delivered as planned in the majority of cases in both custody and the community.

Areas for improvement:

- (1) The assessment of *RoH* was reviewed in line with the required timescales in under two-thirds of cases and in response to a significant change in the child or young person's circumstances in only 56% of cases. Reviews of *RoH* were insufficient because they were not thorough or not updated to reflect a recent significant change or additional information.
- (2) Similarly, interventions outlined within sentence plans were not reviewed in almost half of those cases where a significant change had occurred.
- (3) Anticipation of changes in *RoH* was also relatively low at 56%; once such changes had been identified, they were acted on appropriately in two-thirds of cases.
- (4) A higher priority was needed in relation to victim safety in nearly half of all relevant cases.
- (5) Purposeful home visits in accordance with the level of *RoH* posed were carried out in just over half of all relevant cases.

- (6) We considered that management oversight of *RoH* was not effective in one-third of relevant custodial cases, and in over half of community ones.

2.2 Reducing the Likelihood of Reoffending:	
<p>General Criterion:</p> <p><i>The case manager coordinates and facilitates the structured delivery of all elements of the intervention plan.</i></p>	
<p>Score:</p> <p>79%</p>	<p>Comment:</p> <p>MINIMUM improvement required</p>

Strengths:

- (1) We considered that the delivery of interventions designed to reduce LoR was generally good, with effective work taking place both on a one-to-one basis and in groups.
- (2) Appropriate resources were allocated in relation to LoR in 92% of cases, with the Scaled Approach intervention level being accurately set in all but three cases; in these, in our view, the level had been pitched too high.
- (3) YOT workers contributed effectively to multi-agency meetings in three-quarters of all relevant cases and were involved appropriately in the review of custodial interventions in most cases.
- (4) We felt that YOT workers had actively motivated and supported children and young people, reinforcing their positive behaviour and attempting to engage their parents/carers throughout the course of the sentence in the vast majority of cases.

Areas for improvement:

- (1) The sequencing and reviewing of interventions left room for improvement. Only 53% were appropriately sequenced and 61% were adequately reviewed.
- (2) Amongst 18 relevant cases, we found 11 where we considered that all the requirements of the YRO sentence had not been implemented. These generally related to delays in instigating reparation activity or the child or young person not undertaking focused work in supervision either through their lack of compliance or through poor organisation within the YOT.

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:

81%

Comment:

MINIMUM improvement required

Strengths:

- (1) Purposeful home visits were carried out throughout the sentence in order to safeguard the child or young person in nearly three-quarters of all relevant cases. In some cases, such visits took place on the day of discharge from custody, or the day on which Safeguarding issues were raised, both of which were impressive.
- (2) Where required, immediate action was taken to safeguard the child or young person, including children or young people other than those supervised by the YOT, in all custody cases and in the vast majority of community cases. Nearly all necessary referrals to ensure Safeguarding were made promptly to other agencies, as required.
- (3) The involvement of other agencies, particularly the secure estate, substance misuse and mental health services in relation to the transition from custody to community was generally good.
- (4) Specific interventions to promote Safeguarding in the community were identified, linked to the VMP and delivered in over 80% of relevant cases. For custody cases, performance in relation to this criterion was exemplary.
- (5) In all the custody cases examined, we considered management oversight of safeguarding and vulnerability needs to be effective.
- (6) We also felt that all relevant staff had supported and promoted the well-being of the child or young person in all but two cases in the entire sample.

Areas for improvement:

- (1) The input from children's services, police and ASB teams in terms of promoting the well-being of the child or young person could have been better in a number of community cases.
- (2) Specific interventions to promote Safeguarding in the community were reviewed every three months or in response to a significant change in just over two-thirds of cases.
- (3) Management oversight of Safeguarding and vulnerability needs was found to be effective in 12 of 20 relevant community cases.

COMMENTARY on Delivery and Review of Interventions as a whole:

Although in part a little patchy, interventions delivered by the YOT in the community and by the secure estate during the custodial phase of sentences were generally good. ISS provision had improved in recent months since the YOT had taken this back 'in-house' and efforts were made to motivate and support children and young people throughout their sentences. This was most evident in relation to Safeguarding and vulnerability; we found a number of cases where prompt and effective action was taken to ensure the child or young person's immediate safety, particularly where gangs were involved. However, such actions were not always followed by reviews of the planned interventions, which was a missed opportunity.

Home visits took place with general regularity but were not always deemed to be particularly purposeful. As with assessment and sentence planning, management oversight of the delivery and review of interventions relating to vulnerability and *RoH* was improving but needed to improve more.

3. OUTCOMES

OVERALL SCORE: 71%

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:

66%

Comment:

MODERATE improvement required

Strengths:

- (1) Children and young people were given sufficient numbers of appointments in the majority of cases for the purpose of carrying out the sentence of the court.
- (2) Where children and young people failed to comply with their orders, we considered the response from the YOT was appropriate in over three-quarters of relevant cases. Case managers took a 'no nonsense' approach, but were flexible when they needed to be. In one case, the YOT took breach action in relation to an order imposed by a court in another area which, although unusual, was entirely pragmatic and appropriate in the circumstances.
- (3) Safeguarding was judged to have been effectively managed in 83% of relevant cases.
- (4) In 59% of all cases we found evidence of a reduction in both the frequency and seriousness of offending.

Areas for improvement:

- (1) All reasonable action had not been taken to keep *RoH* to a minimum in 12 of 27 relevant cases. Deficiencies predominantly related to insufficient assessment and planning.

- (2) Similarly *Risk of Harm* to the victim had not been effectively managed in 10 of the 21 cases where there was an identifiable victim or potential victim.

3.2 Sustaining outcomes:	
General Criterion: <i>Outcomes are sustained in relation to RoH, LoR and Safeguarding.</i>	
Score: 85%	Comment: MINIMUM improvement required

Strengths:

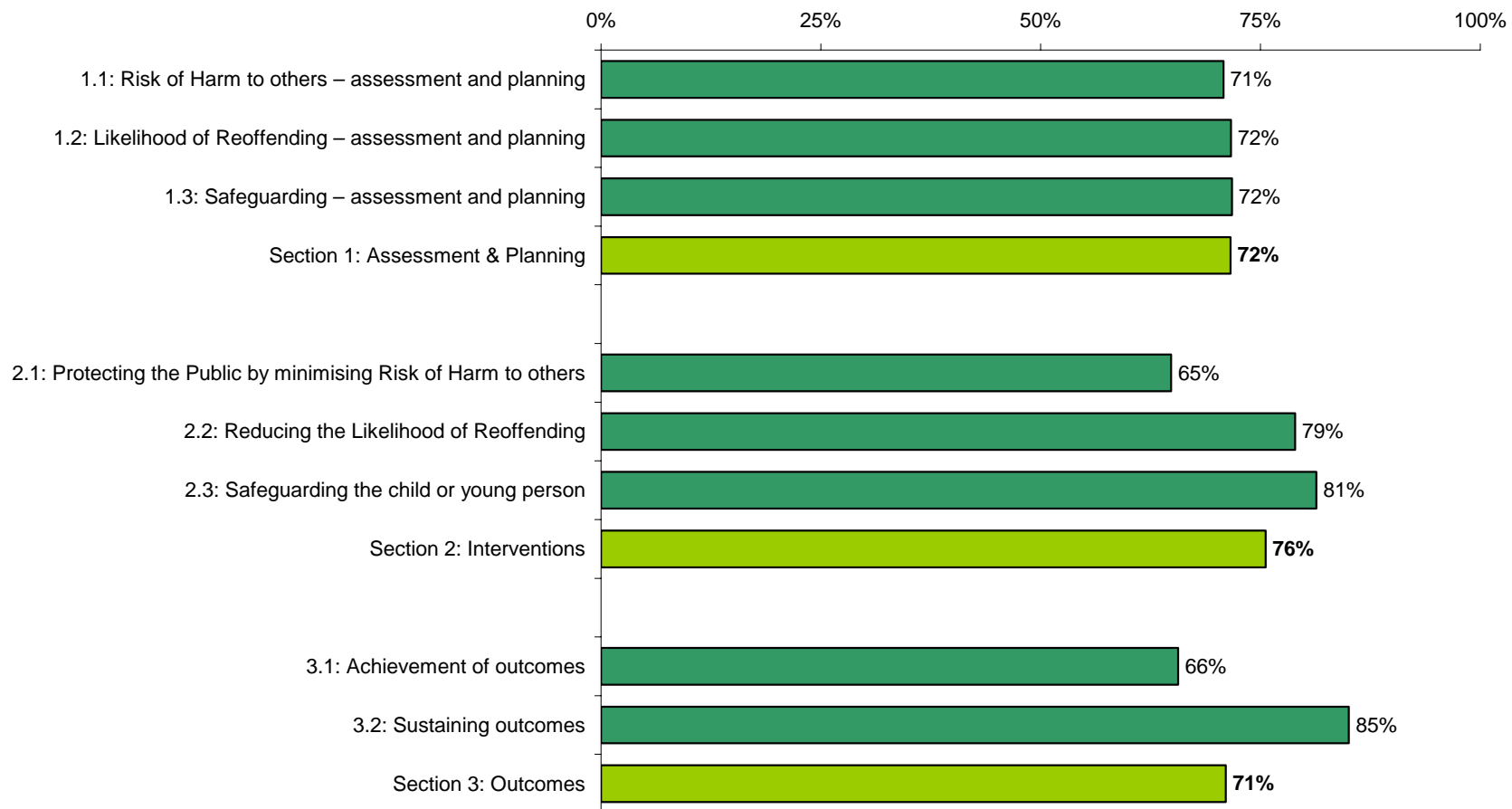
- (1) We saw good evidence of effective planning for community integration, both at the point of transition from custody to community and at the end of community orders. All but one custodial and five community cases exemplified this.
- (2) Similarly, case managers were generally attentive to the need for planning for sustaining positive outcomes, as was found in all but seven relevant (community) cases.

COMMENTARY on Outcomes as a whole:

Some of the achievements we noted, particularly in relation to obtaining jobs and college placements, were ‘against all the odds’, given the relative deprivation of the area and the extensive offending history of many of the children and young people in Enfield. These achievements reflected well on the YOT, particularly since many of the children and young people did not willingly comply with the YOT. This reluctance to comply was a missed opportunity for these children and young people, given the YOT’s potential to positively influence their lives. Feedback from the survey of children and young people conducted in relation to this inspection reinforced this positive view of YOT involvement.

Appendix 1: Scoring summary of sections 1-3

CCI Enfield General Criterion Scores



Appendix 2: Contextual information

Area

Enfield YOT was located in London in the North of the capital.

The borough had a population of 294,900, as estimated by the Office of National Statistics (mid year estimates) in 2010. 10.3% of the population were aged 10 to 17 years old as measured in the Census 2001. This was slightly lower than the average for England/Wales, which was 10.4%.

The population of Enfield was predominantly white British (72%). The population with a black and minority ethnic heritage (28%) 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 the Metropolitan area in 2009/2010, at 33 per 1,000, were better than the average for England/Wales of 38.

YOT

The YOT boundaries were within those of the Metropolitan Police area. The London Probation Trust and NHS Enfield covered the borough.

The YOT was located within the Safeguarding directorate of Enfield Borough's Children's Services department. It was managed by the Assistant Director for Safeguarding and the Director of Children's Services chaired the YOT management board.

The YOT Headquarters was in Edmonton. The operational work of the YOT was also based in Edmonton. 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 3a: Inspection Arrangements

Fieldwork for this inspection was undertaken in June 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.

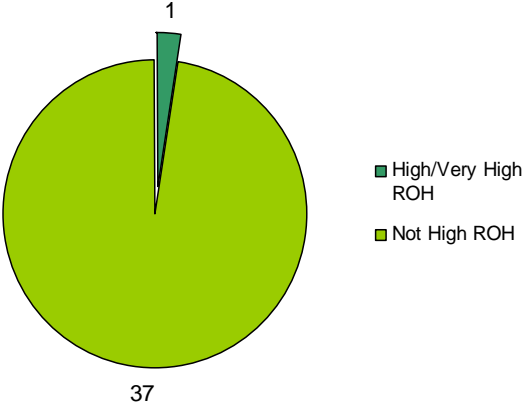
Prior to the inspection we receive copies of relevant local documents and a brief report from the Youth Justice Board. We also gather the views of service users (children & young people and victims) by means of computer and paper questionnaires.

Publication arrangements

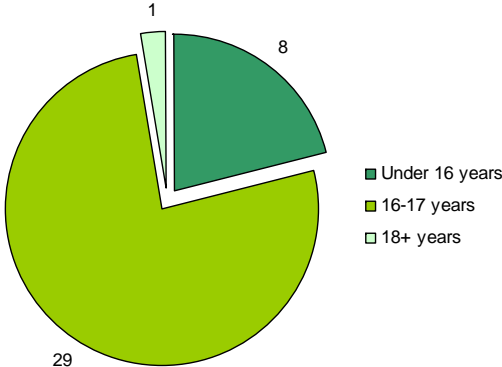
- Provisional findings are given to the YOT two weeks after the inspection visit takes place.
- A draft report is sent to the YOT for comment 4-6 weeks after the inspection, with publication following approximately 6 weeks later. In addition to a copy going to the relevant Minsters, other inspectorates,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

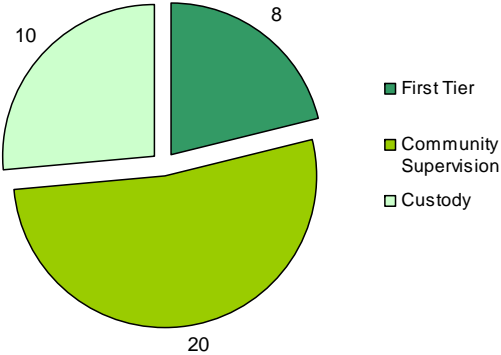
Case Sample: Risk of Harm



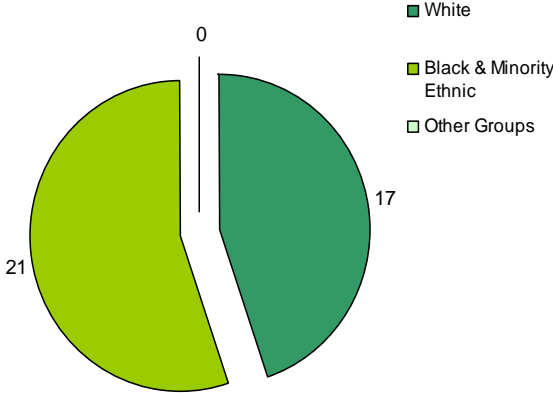
Case Sample: Age at start of Sentence



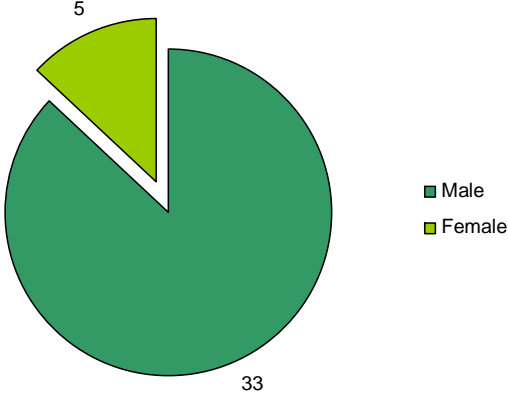
Case Sample: Sentence Type



Case Sample: Ethnicity



Case Sample: Gender



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. See also 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/inspectorates/hmi-probation>

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

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London, SW1P 2BQ*