



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:

Thurrock

ISBN: 978-1-84099-523-7

2012

Foreword

Our Core Case Inspection of youth offending work in Thurrock was undertaken as part of our Inspection of Youth Offending programme. This inspection focuses exclusively on the work undertaken by Youth Offending Teams with children and young people who have already committed an offence.

Its purpose is to assess if the work is of a sufficiently high standard to protect both the public from any harm resulting from the child or young person's offending behaviour and the child or young person themselves, whether from their own behaviour or any other source.

The inspection is based on a rigorous examination of a representative sample of cases supervised by the Youth Offending Service. Our findings are shown in the table below, outlined against those for Wales and the regions of England inspected so far. A more detailed analysis is provided in the main body of this report, and summarised in a table in Appendix 1.

We found the YOS staff group and managers to be enthusiastic and committed to delivering high quality services to children and young people.

Overall, we consider this to be a creditable set of findings. We anticipate that the recommendations in this report will be implemented and will contribute to further improvements in the services delivered by the YOS.

Liz Calderbank
HM Chief Inspector of Probation

May 2012

	Scores from Wales and the English regions that have been inspected to date			Scores for <i>Thurrock</i>
	Lowest	Highest	Average	
'Safeguarding' work <i>(action to protect the young person)</i>	37%	91%	67%	75%
'Risk of Harm to others' work <i>(action to protect the public)</i>	36%	86%	62%	67%
'Likelihood of Reoffending' work <i>(individual less likely to reoffend)</i>	43%	87%	70%	76%

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.

Lead Inspector

Keith Redfern Humphreys

Practice Assessor

Dave Cohen

Local Assessor

Matthew Pink

Support Staff

Andy Doyle

Publications Team

Alex Pentecost; Christopher Reeves

Assistant Chief Inspector

Andy Smith

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	11
1.1 Risk of Harm to others (RoH)	11
1.2 Likelihood of Reoffending (LoR)	12
1.3 Safeguarding	13
2. DELIVERY AND REVIEW OF INTERVENTIONS	15
2.1 Protecting the public by minimising Risk of Harm to others	15
2.2 Reducing the Likelihood of Reoffending	16
2.3 Safeguarding the child or young person	17
3. OUTCOMES	19
3.1 Achievement of outcomes	19
3.2 Sustaining outcomes	20
Appendix 1: Scoring summary of sections 1-3	21
Appendix 2: Contextual information	21
Appendix 3: Inspection Arrangements	22
Appendix 4: Characteristics of cases inspected	24
Appendix 5: Scoring approach	25
Appendix 6: Glossary	26
Appendix 7: Role of HMI Probation and Code of Practice	28

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 <i>Risk of Harm</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: 67%	Comment: MODERATE improvement required
Public Protection - Likelihood of Reoffending score:	
This score indicates the percentage of <i>Likelihood of Reoffending</i> work that we judged to have met a sufficiently high level of quality.	
Score: 76%	Comment: MINIMUM 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 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, and where appropriate, a risk management plan and/or a vulnerability management plan is prepared and signed off (YOS Manager)
- (3) as a consequence of the assessment, the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm, to make them less likely to reoffend, and to minimise any identified *Risk of Harm to others* (YOS Manager)
- (4) there is timely review of assessments and, as applicable, plans following receipt of significant new information, intelligence and reports of harmful behaviour or the commission of new offences (YOS Manager)
- (5) management oversight is effective in ensuring the quality of assessment (especially screening decisions) and plans to manage vulnerability or *Risk of Harm to others*, and ensures that planned actions are delivered and reviewed (YOS 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 Thurrock YOS work that impressed us.

Assessment and Sentence Planning

General Criterion: 1.2

Emanuel had been diagnosed with dyslexia and this was identified by the case manager during the initial assessment. The case manager developed a programme of work which took into account Emanuel's needs. In her approach she focused on the use of visual material as distinct from written material and talked through key issues with great clarity. Letters of apology were dictated by Emanuel and then written up by the case manager before inviting the young person to sign. By adopting this approach Emanuel was able to engage with his programme of supervision and understand the implications of his actions.

Delivery and Review of Interventions

General Criterion: 2.2

Following his conviction for a public order offence Anthony received a five month referral order. The caseworker who managed the case felt that lack of employment and boredom on Anthony's part increased his LoR. A forklift truck driving course he was due to attend was incorporated into his contract and when he succeeded in getting a job, his caseworker arranged evening appointments and home visits in order to deliver the remaining elements of the contract. This was a good example of a case manager taking into account a young person's individual needs. Anthony complied fully, remained in employment and his order was revoked for good progress as he was assessed to be much less likely to reoffend.

Outcomes

General Criterion: 3.2

David was on a three month referral order for criminal damage and had experienced psychological problems as a result of family difficulties that included separation from his father and extreme domestic violence. David was referred to the YOS CAMHS worker during the order, who implemented a specific cognitive behavioural therapy based programme to reduce his levels of anxiety regarding his mother. This intervention continued on a voluntary basis after the order ended. He continued to engage in this over two months beyond the end of the referral order and became less anxious about his home life and did not reoffend.

All names have been altered.

Service users' perspective

Children and young people

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

- ◇ All 15 of the children and young people with a referral order contract said they knew what the contract was and that it had been discussed with them. Fourteen said they had received a copy of the plan.
- ◇ There were 17 children and young people who should have had a supervision or sentence plan. Twelve knew what a supervision or sentence plan was and said it had been discussed with them. Nine had received a copy of the plan and three of the respondents said they did not know.
- ◇ Seven of the eleven children and young people who answered the question said that their referral order contract or supervision plan had been reviewed.
- ◇ All of the 32 respondents knew why they were coming to the YOS and what they would be doing when they attended and almost all felt staff had listened to them and were really interested in helping them.
- ◇ When asked if the YOS staff had taken action to help them, 22 said 'definitely' and nine said 'mostly' and one said 'not really'.
- ◇ Twenty-four respondents could recall having completed a *What do YOU think?* self-assessment form.
- ◇ All of the respondents thought that the workers had made it easy for them to understand how they would help. One said, in relation to YOS staff: "[My YOT worker helped] *me [through] work [programmes] and helping me to think about my actions before making a [decision]*". Another said: "[He] *spoke in a way that [I] could understand*".
- ◇ Two of the respondents said there was something in their life that made them feel afraid since they had been in contact with the YOS. One said that the YOS had helped them to deal with those issues and the other said they did not.
- ◇ Understanding their offending, making better decisions, education or employment issues and drug use were the areas that were most often addressed in the work with YOS staff.
- ◇ Twenty-two of the thirty-two respondents agreed that life had become better as a result of their work with the YOS. One commented: "*I [have] learnt from the YOS that [I] took part in a serious offence and [I] would not [like] to do any of these things again*". Another said: "*now [I] have given up smoking weed [I don't] have a [reason] to offend*".
- ◇ Thirty of the respondents said the work with the YOS had made it less likely that they would offend in future. Comments included: "*because [I] have opened my eyes and [I want] a job when [I] am older*" and "*because [I wouldn't] want to go through the punishments again*".
- ◇ The majority of children and young people were satisfied with the service provided by the YOS

Victims

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

- ◇ All ten victims agreed that the YOS had explained the services that were available to them. The nine respondents who answered the question said the YOS had addressed their individual needs, worries and safety.
- ◇ All respondents said they had an opportunity to talk about their concerns in relation to the offence, or the young person who had committed the offence.
- ◇ Of the seven respondents who answered the question, six felt that the YOS had paid attention to their safety for example, any concerns they had about the child or young person contacting them and all felt that the YOS had satisfactorily addressed these issues.
- ◇ Six of the ten said they had benefited from work done by the child or young person who had committed the offence
- ◇ The respondents were asked to rate their level of satisfaction with the service they had received from the YOS, on a scale of one to four, where one was not at all satisfied and four was completely satisfied. Of the ten responses, three respondents scored three and seven scored four. One victim said: *"The young boy has done well. I am sure with the help of the team. I have been contacted at all stages of the rehabilitation"*.

1. ASSESSMENT AND SENTENCE PLANNING

OVERALL SCORE: 71%

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:

72%

Comment:

MODERATE improvement required

Strengths:

- (1) An Asset RoSH screening was completed in 95% of cases. The screening was produced on time in 86% of cases.
- (2) We agreed with the *RoH* classification in 82% of the sample.
- (3) Seven of the RoSH screenings indicated the need for a full RoSH analysis to be completed. Five of these were completed. Details of RoSH assessments were communicated to relevant staff and agencies in 89% of cases.
- (4) Where there was no requirement for an RMP, the need for planning to manage *RoH* was nonetheless recognised in 19 out of 26 cases (73%) and acted upon in 11 out of 18 cases (61%).
- (5) Details of the RoSH assessments were communicated to relevant staff and agencies in 89% of cases.

Areas for improvement:

- (1) The Asset RoSH screening was accurate in 62% of cases.
- (2) In four out of seven relevant cases the RoSH assessment was of insufficient quality, primarily because of incorrect classification.
- (3) In 22 out of 35 cases (63%) the RoSH assessments drew adequately on all appropriate information, including MAPPA, other agencies' and previous assessments and information from victims.
- (4) Two cases required an RMP; one was completed in a timely manner and one was of sufficient quality.

- (5) Whilst there was evidence of management involvement in assessing and planning for managing *RoH*, for example in entries on the case records and Asset quality assurance checklists, we considered that there had been effective management oversight in only 9 out of 22 cases (41%) and in relation to only one of the RMPs.

1.2 Likelihood of Reoffending:	
<p>General Criterion:</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>Score:</p> <p>71%</p>	<p>Comment:</p> <p>MODERATE improvement required</p>

Strengths:

- (1) Initial assessments of LoR were completed in 97% of cases and in 86% of cases they were on time and 72% were of sufficient quality.
- (2) We saw evidence of active engagement of the child or young person in the completion of initial assessments in 92% of cases. Parents/carers were involved in 71%.
- (3) In 78% of cases the initial assessments had been informed by contact with, or previous assessments from, children’s social care services and ETE services.
- (4) In 97% of cases a community intervention plan or referral order contract had been completed and 89% were timely and addressed factors linked to offending where relevant, for example: physical health (100%), ETE (97%), substance misuse (96%), thinking and behaviour (94%) and lifestyle (91%).
- (5) Objectives in the community intervention plan or referral order contract sentence plan included Safeguarding work in 74% of relevant cases and in all eight relevant custodial plans.
- (6) In 81% of cases community intervention plans, or referral order contracts, focused on achievable change.
- (7) There was evidence of active and meaningful engagement of the child or young person in the planning process in 87% of cases.
- (8) In eight out of ten relevant custody cases there was a timely custodial sentence plan. Six of these sufficiently addressed factors linked to offending. Case managers had been actively and meaningfully involved throughout the custodial planning process in nine of the ten custody cases.

- (9) Plans had been reviewed at appropriate intervals in all custody cases and 84% of community cases.

Areas for improvement:

- (1) A *What do YOU think?* self-assessment questionnaire had not informed 50% of assessments.
- (2) The case manager had assessed the learning style of the child or young person in 20 out of 36 cases (56%). Thereafter, plans had incorporated the child or young person’s learning needs or learning style in only 12 out of 32 of community cases (35%) and three out of seven custody cases (43%).
- (3) Only one out of five relevant custody cases had objectives that prioritised *RoH* and only one out of six had objectives that took account of victims’ issues.
- (4) Only 5 out of 23 (22%) of community based intervention plans prioritised objectives according to *RoH*; only 15 out of 37 (41%) were sequenced according to offending-related need; 17 out of 28 (61%) took account of victims’ issues; and 5 out of 27 (19%) were sensitive to diversity issues.
- (5) Only 8 out of 27 (30%) plans responded appropriately to identified diversity needs, which in most cases related to age and maturity.
- (6) Community intervention plans and referral order contracts set realistic timescales in 59% of cases; 62% set relevant goals; and 49% reflected national standards.
- (7) Objectives in the custodial sentence plans were not prioritised according to *RoH* in four out of five cases; not sensitive to diversity issues in two out of four cases and not mindful of victim concerns in six out of seven cases.

1.3 Safeguarding:	
General Criterion:	
<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>	
Score: 70%	Comment: MODERATE improvement required

Strengths:

- (1) The Asset vulnerability screening was completed in 97% of cases. In 89% of cases the screening was timely and was judged to be of sufficient quality in 76%.

- (2) Secure establishments were made aware of vulnerability issues prior to, or immediately on, sentence in nine of the ten relevant cases.
- (3) In 11 out of 14 cases (79%), a contribution had been made to other assessments and plans designed to safeguard the child or young person.

Areas for improvement:

- (1) There were 16 cases where, in our opinion, a VMP should have been in place. However, only six had been completed. Of these, four were completed on time and four were of sufficient quality. In the two that were of insufficient quality, roles and responsibilities were not clear and the planned response was inadequate or unclear.
- (2) VMPs did not contribute to, and inform, interventions in four out of six relevant cases and did not contribute to other applicable plans in two cases.
- (3) Safeguarding had not been fully and accurately reviewed in 38% of the inspection sample.
- (4) Copies of other plans (care pathway, protection) were found in five of the nine relevant cases.
- (5) There was effective management oversight of vulnerability assessments in 13 out of 25 relevant cases (52%).

COMMENTARY on Assessment and Sentence Planning as a whole:

The assessments of 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.

2. DELIVERY AND REVIEW OF INTERVENTIONS

OVERALL SCORE: 79%

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:

67%

Comment:

MODERATE improvement required

Strengths:

- (1) In all relevant custody cases and community cases, case managers and all other relevant staff had contributed effectively to multi-agency meetings on *RoH* presented by children and young people.
- (2) Appropriate resources had been allocated throughout the sentence in accordance with the *RoH* in all cases
- (3) Specific interventions to manage *RoH* in the community were delivered as planned in 91% of community cases and all custody cases.
- (4) Case managers had paid sufficient attention to an assessment of victim safety in 15 of the 20 (75%) relevant cases and then given a high priority to victim safety throughout the sentence in 14 out of 19 cases (74%).
- (5) *RoH* had been reviewed no later than three months from the start of sentence in 75% of cases.
- (6) There had been effective management oversight of *RoH* in six out of eight custody cases.

Areas for improvement:

- (1) The *RoH* was reviewed thoroughly following a significant change in only 38% of applicable cases.
- (2) Specific interventions to manage *RoH* were reviewed in 53% of community and custody cases.
- (3) There had been effective management oversight of *RoH* in only half of applicable community cases.

- (4) Changes in *Risk of Harm* or other acute factors were only anticipated where feasible in 2 out of 12 cases and acted on appropriately in 7 out of 11 cases.
- (5) Purposeful home visits were carried out throughout the course of the sentence in accordance with the level of *RoH* posed and Safeguarding issues in just over half of relevant cases.

2.2 Reducing the Likelihood of Reoffending:	
General Criterion: <i>The case manager coordinates and facilitates the structured delivery of all elements of the intervention plan.</i>	
Score: 85%	Comment: MINIMUM improvement required

Strengths:

- (1) Based on the assessment of the YOS worker, we judged that the initial Scaled Approach intervention level was correct in 95% of cases.
- (2) Appropriate resources were allocated according to the assessed LoR throughout the sentence in all but one case.
- (3) Delivered interventions in the community were designed to reduce the LoR in 75% of cases and implemented in line with the intervention plan in two-thirds of cases.
- (4) In 95% of cases, interventions delivered in the community were of good quality. Interventions were appropriate to the learning style of the child or young person in 70% of cases and were designed to reduce LoR in 92%. 73% of interventions were sequenced appropriately and 76% were reviewed appropriately. In eight out of ten custody cases, the YOS had been appropriately involved in the review of interventions in custody.
- (5) Throughout the sentence, YOS workers had actively motivated and supported the child or young person and reinforced positive behaviour, in 92% of community cases and in nine of the ten custody cases.
- (6) YOS workers had actively engaged with parents/carers in all custody cases and 86% of community cases.

Area for improvement:

- (1) Interventions incorporated diversity issues in 60% of cases with the age and maturity of children and young people being the factor most often not sufficiently addressed.

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) In five of the six relevant custody cases necessary referrals, to ensure Safeguarding, had been made to appropriate agencies. Such referrals had been made in 14 of the 18 relevant community cases.
- (2) YOS workers and other relevant staff had worked together to promote the Safeguarding and well-being of the child or young person in the community in most cases. This included work with colleagues from mental health, substance misuse services, children's social care services and education services. A similar pattern was noted in respect of joint work to promote the Safeguarding and well-being of children and young people in custody.
- (3) For custody cases, specific interventions to promote Safeguarding were identified in nine of the ten relevant cases. They were incorporated into both relevant VMPs and were delivered in nine of ten cases and reviewed in six out of seven relevant cases.
- (4) ETE providers, substance misuse services and accommodation services worked together to ensure continuity in the provision of services in the transition from prison to the community in almost all custody cases.
- (5) There was effective management oversight of Safeguarding and vulnerability in eight of nine custody cases.
- (6) Specific interventions to promote Safeguarding in the community were identified in 26 out of 32 cases (81%). They were incorporated into five of the six relevant VMPs.

Areas for improvement:

- (1) There was effective management oversight of Safeguarding and vulnerability in only 17 out of 31 community cases (55%).
- (2) Specific interventions to promote Safeguarding in the community were reviewed in in just 17 out of 26 cases (65%).
- (3) Purposeful home visits had been carried out throughout the sentence, in accordance with the level of *RoH* posed or Safeguarding needs in only 58% of cases.

COMMENTARY on Delivery and Review of Interventions as a whole:

The YOS ran the 'Clink' prison programme designed to enlighten children and young people as to the stringency of a prison based regime with a focus on deterring children and young people from further offending. There was also a child or young person's information group. Case managers were able to describe the work of the groups in detail and were clearly enthusiastic.

We found evidence of the routine involvement of managers in cases and there was clear recording of the suggestions and instructions given by managers. However, in some cases the input of the manager had not resulted in the assessments and plans being updated to reflect the issues that were current in the case and in many cases the management input had not been reviewed to confirm whether or not appropriate action had actually been taken.

3. OUTCOMES

OVERALL SCORE: 72%

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:

69%

Comment:

MODERATE improvement required

Strengths:

- (1) *RoH* had been managed effectively in 20 of the 25 relevant cases (80%).
- (2) Adequate reporting instructions, that were sufficient to deliver the sentence of the court, had been given to all of the children and young people.
- (3) When required, appropriate enforcement action had been taken in 23 out of 25 relevant cases (92%).
- (4) Where there was an identifiable or potential victim, we found evidence that the *Risk of Harm* to them had been effectively managed in 12 out of 17 cases (71%).
- (5) There had been a reduction in the frequency of offending and the seriousness of offending in 58% of cases.

Areas for improvement:

- (1) Children and young people had complied with the requirements of the sentence in only 13 out of 38 cases (34%).
- (2) There was a reduction in LoR in 14 out of 34 cases (41%). We considered that sufficient overall progress had been made on the most significant factors in relation to further offending in 13 cases whilst we considered that insufficient progress had been made in 25 cases.

- (3) In 23 out of the 36 cases where there was an assessed risk factor linked to the child's 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 26 out of 36 applicable cases. The main reasons pertained to assessments and plans being insufficient.

3.2 Sustaining outcomes:	
General Criterion: <i>Outcomes are sustained in relation to RoH, LoR and Safeguarding.</i>	
Score: 84%	Comment: MINIMUM improvement required

Strengths:

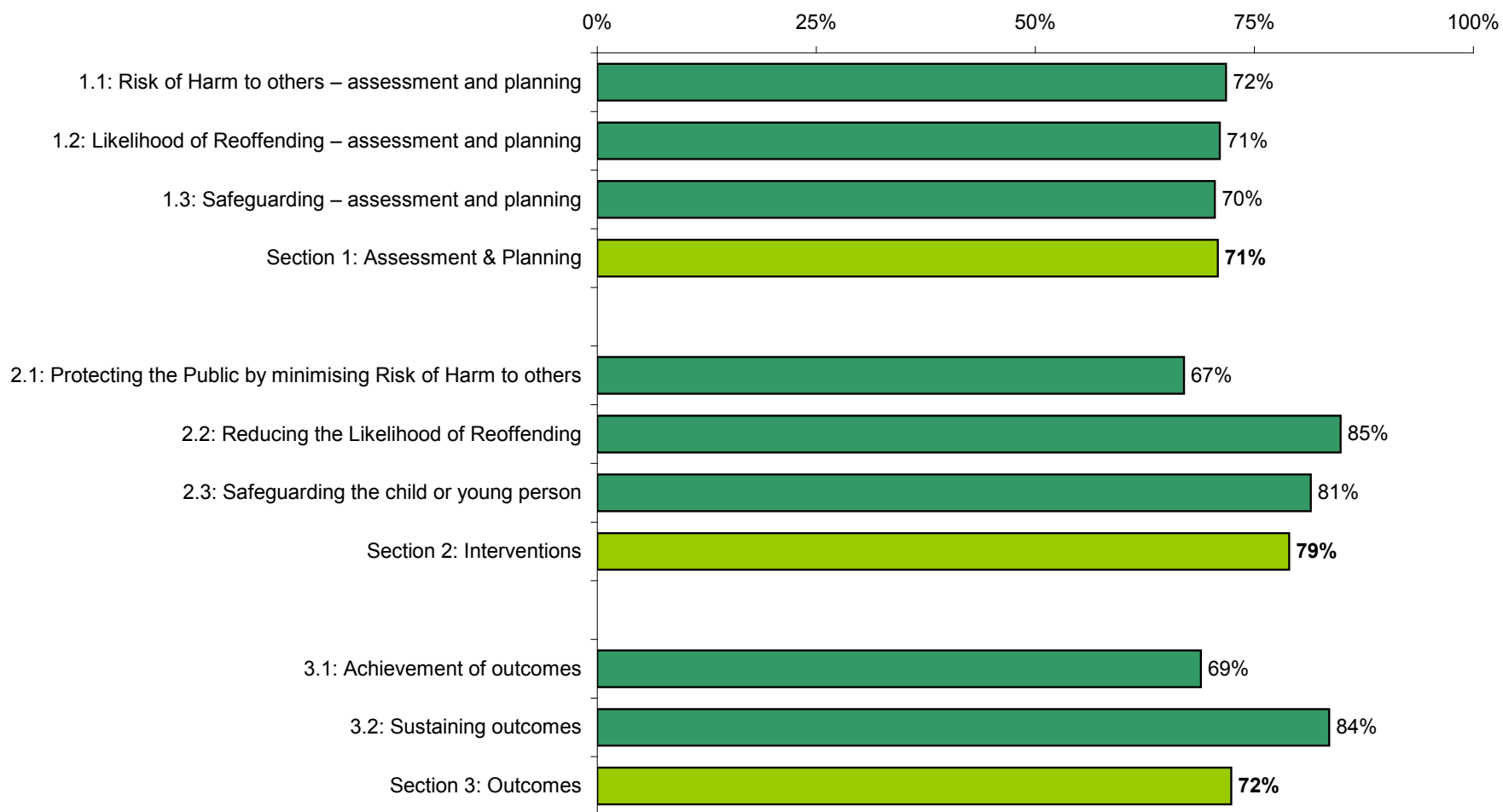
- (1) Full attention had been given to community reintegration issues in 90% of custody cases and in 89% of those in the community.
- (2) Action had been taken to ensure positive outcomes were sustainable in 88% of custody cases and in 70% of those in the community.

COMMENTARY on Outcomes as a whole:

Case managers were positive and enthusiastic about their work. It was clear that they understood the specific issues presented by individual children and young people. We found clear evidence of case managers helping children and young people to develop positive aspects of their lives; for example, through education. The YOS had developed a good range of group work programmes and these were complemented by a range of other resources. This contributed to a general sense that the children and young people, who had engaged with the supervision process, were gaining access to a range of relevant services.

Appendix 1: Scoring summary of sections 1-3

CCI Thurrock General Criterion Scores



Appendix 2: Contextual information

Area

Thurrock YOS was located in the East of England.

The area had a population of 159,700 as measured in the ONS Mid Year Estimates 2010. 10.7% of the population were aged 10 to 17 years old (Census 2001). This was slightly higher than the average for England/Wales, which was 10.4%.

The population of Thurrock was predominantly white British (87%) (Resident Population Estimates by Ethnic Group 2009). The population with a black and minority ethnic heritage (13%) 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 44 per 1,000, were worse than the average for England/Wales of 38.

YOS

The YOS boundaries were within those of the Essex police area. The Essex Probation Trust and the Essex Primary Care Trust covered the area.

The YOS was located within the Resources, Improvement and Young People section of the Directorate of Children and Education within the Thurrock Unitary Authority and managed by the Manager of the Youth Offending Service who also had responsibility for other Adolescent Services.

The YOS was located in the town of Grays in Essex. The operational work of the YOS was based in Grays and the ISS was provided internally.

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 January 2012 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.

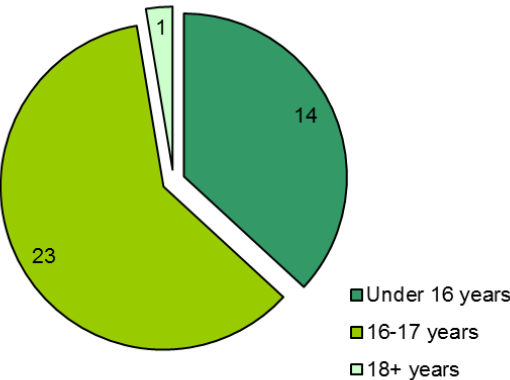
Prior to the inspection we receive copies of relevant local documents and a brief report from the Youth Justice Board. We also gather the views of service users (children & young people and victims) by means of computer and paper questionnaires.

Publication arrangements

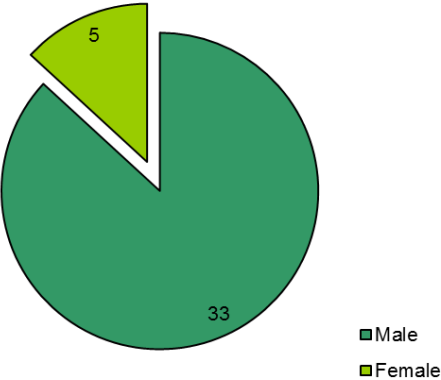
- Provisional findings are given to the YOS two weeks after the inspection visit takes place.
- A draft report is sent to the YOS for comment 4-6 weeks after the inspection, with publication following approximately 6 weeks later. In addition to a copy going to the relevant Minsters, other inspectorates,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

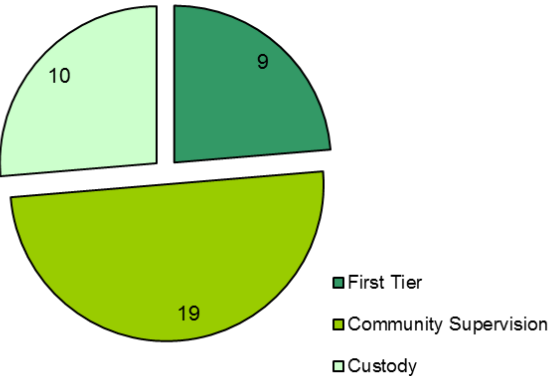
Case Sample: Age at start of Sentence



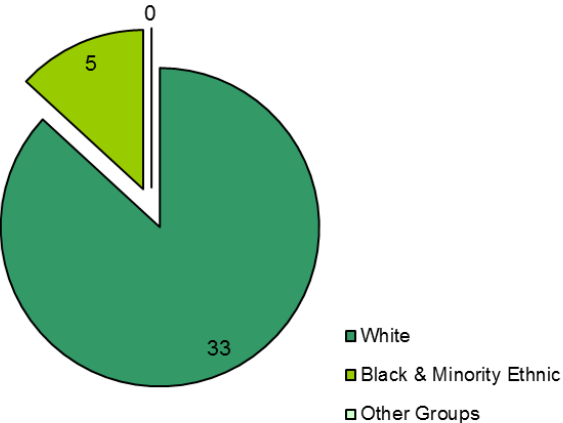
Case Sample: Gender



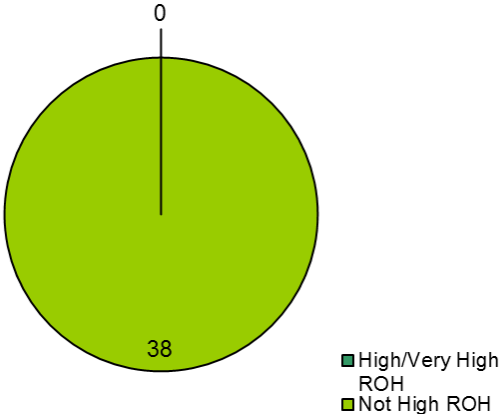
Case Sample: Sentence Type



Case Sample: Ethnicity



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>
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 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/>

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*