



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:

Wandsworth

ISBN: 978-1-84099-508-4

2012

Foreword

This Core Case Inspection of youth offending work in Wandsworth 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 58% 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 only 47% of the time, and the work to make each individual less likely to reoffend was done well enough 64% of the time. A more detailed analysis of our findings is provided in the main body of this report, and summarised in a table in Appendix 1. These figures can be viewed in the context of our findings from Wales and the regions of England inspected so far – see the Table below.

Overall, we consider this a moderate set of findings. Performance on work to manage *Risk of Harm to others* and to address Safeguarding for children and young people required substantial improvement. In particular, the approach of the YOS to ensuring effective management oversight of these critical aspects of practice needed attention. We were pleased to see that tasks such as assessments and interventions were being completed, but the focus now needed to be on improving the quality of work undertaken.

We were encouraged that the YOS had already recognised these concerns and were taking steps to address them. We have confidence that the recommendations from this inspection will be implemented by Wandsworth YOS, and result in an improved service to both children and young people and the community.

Liz Calderbank
HM Chief Inspector of Probation

March 2012

	Scores from Wales and the English regions that have been inspected to date			Scores for Wandsworth
	Lowest	Highest	Average	
'Safeguarding' work <i>(action to protect the young person)</i>	37%	91%	68%	58%
'Risk of Harm to others' work <i>(action to protect the public)</i>	36%	86%	63%	47%
'Likelihood of Reoffending' work <i>(individual less likely to reoffend)</i>	43%	87%	71%	64%

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.

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Contents

	Page
Acknowledgements	4
Scoring and Summary Table	6
Recommendations for improvement	7
Next steps	7
Making a difference	8
Service users' perspective	10
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	14
2. DELIVERY AND REVIEW OF INTERVENTIONS	16
2.1 Protecting the public by minimising Risk of Harm to others	16
2.2 Reducing the Likelihood of Reoffending	17
2.3 Safeguarding the child or young person	18
3. OUTCOMES	20
3.1 Achievement of outcomes	20
3.2 Sustaining outcomes	21
Appendix 1: Scoring summary of sections 1-3	22
Appendix 2: Contextual information	23
Appendix 3: Inspection Arrangements	24
Appendix 4: Characteristics of cases inspected	25
Appendix 5: Scoring approach	27
Appendix 6: Glossary	27
Appendix 7: Role of HMI Probation and Code of Practice	29

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 *Safeguarding* 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:

58%

Comment:

SUBSTANTIAL 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:

47%

Comment:

SUBSTANTIAL improvement required

Public Protection - Likelihood of Reoffending score:

This score indicates the percentage of Likelihood of Reoffending work that we judged to have met a sufficiently high level of quality.

Score:

64%

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; with the assessment reviewed and recorded regularly post sentence so as to fully inform the sentence plan (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 (Head of Service)
- (3) as a consequence of the assessment, the record of the intervention plan is clear and specific about what will now be done in order to safeguard the child or young person from harm, reduce reoffending, and to minimise any identified *Risk of Harm to others* (Head of Service)
- (4) oversight by management, especially of vulnerability and *Risk of Harm to others*, is effective in ensuring the quality of practice and provision of services, and is clearly recorded within the case record, as appropriate to the specific case (Head of Service)
- (5) purposeful home visits are undertaken, as appropriate to the needs of the case and consistent with Safeguarding needs and the *Risk of Harm to others* (Head of Service)
- (6) sufficient attention is given to the safety of victims (Head of YOS).

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.

We are considering a range of options to help achieve improvements given our particular concerns about the *Risk of Harm* work.

Making a difference

Here are some examples of work in Wandsworth YOS that impressed us.

Assessment and Sentence Planning

General Criterion: 1.1

Edward was on a YRO for assault. He was a Looked After Child with Asperger's Syndrome, a disability that affected his everyday life as well as his thinking and behaviour. The case manager had researched this condition, to ensure that he understood the implications for supervision. The issue was assessed well in the Asset, and the impact of this disability on the young person's behaviour was identified and expressed well in the PSR. The case manager had also taken it into account when planning the interventions; for example, it was arranged for the young person to be seen at the same time each week to ensure consistency. The case manager also included home visits, as Edward lived alone and this was important in assessing how he was coping. He focused on work such as emotional literacy, which would help Edward to address his offending behaviour, as this was directly linked to his disability. When Edward was turning 18 and therefore due to be supervised by probation, the case manager arranged a three way handover meeting to reassure him about the changes this would mean. This case demonstrated a positive response to a diversity issue which directly impacted on the young person's offending behaviour and good transition planning by the case manager.

Delivery and Review of Interventions

General Criterion: 1.2

Charles (14) had Special Educational Need (SEN) status with emotional/behavioural needs, who struggled to cope in groups or new surroundings and with change. The case manager invited Charles and his mother to an intervention plan meeting where Charles' main offence, theft of a bike, was discussed, seeking to identify how he could better understand the impact of such acts on victims as Charles failed to see wrongdoing. It was important to find reparation work that would be meaningful and possible for him to complete. Charles attended the 'Bike Project' where bikes were maintained and repaired to give them to victims of bike crime. The case manager led a meeting with Charles and the reparation officer to aid Charles' attendance/compliance. It was agreed that Charles would work in a small group of four similar young people. Charles completed all of the reparation sessions in a timely manner, worked to a good standard learning new skills that met his kinaesthetic learning style. A post order meeting was convened where Charles was praised by the case manager and the reparation officer. So successful was this intervention that Charles continues to attend the 'Bike Project' each Wednesday, voluntarily, and remained offence free.

Delivery and Review of Interventions

**General Criterion:
2.1**

Recognising the young age of Albert (14), and the risk he posed to victims; for example, to his family or the public via knife crime, the case manager undertook frequent home visiting to monitor his home circumstances and to ensure updates from Albert's mother regarding risks and his progress. On a one-to-one basis, in-depth victim work was completed to increase his understanding of harm caused to the actual victim. This work looked at the injuries caused by knife crime, with moves to set up a Restorative Justice meeting with the victim. However, the victim was hesitant and so the case manager worked with Albert to write a detailed letter of apology evidencing remorse, awareness of risks, apologising and asking for a meeting. The case manager and the Restorative Justice worker were in the process of convening that four way meeting as a result, with Albert also ready to begin the Knife Crime programme.

Outcomes

**General Criterion:
3.2**

Louis (15) was a repeat offender and his family was working with a Family Intervention Project (FIP). When the order was coming to an end, the case manager planned and held a four way meeting with Louis, his family, the FIP representative, a social worker and a representative from Louis' school. The plan, which all agreed, confirmed the aims of the FIP previously agreed with the family, a discussion of long-term issues regarding previous domestic abuse, Louis' current behaviour issues, his education needs and how the school would undertake to meet them. This was a good example both of transition and reintegration planning by the case manager and effective multi-agency cooperation.

All names have been altered.

Service users' perspective

Children and young people

Forty-eight children and young people completed a questionnaire for the inspection.

- ◇ Almost all said they understood why they had to come to the YOS.
- ◇ All of those with a referral order contract or supervision plan had discussed this with their YOS worker. Less than half those subject to a referral order or other sentence had a copy of their contract.
- ◇ Almost two-thirds of those who had a plan, and had been coming to the YOS for long enough, said their plan had been reviewed.
- ◇ The overwhelming majority said staff explained what would happen at the YOS, were really interested in helping them, listened to what they had to say and took action to deal with things that they needed help with.
- ◇ Of those receiving help to understand their offending, this focused on work with their education, college and employment, making better decisions, direct work on offending and a smaller proportion on substance misuse.
- ◇ More than half of those who had a problem with school, college or employment said these things had improved. Less than a half of those who had a health problem said this had improved.
- ◇ Fewer than half said their life was better as a result of work with the YOS. More than three-quarters said they were less likely to offend. One wrote *"YOT is like a second chance to me and it has given me the opportunity to get things right"*.

Victims

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

- ◇ Four of the victims said that the YOS took the victims' individual needs into account, and provided the opportunity to talk about any worries that victims had.
- ◇ One of the victims had concerns about their safety *"I felt insulted and intimidated as I arrived at the same time and same entrance as the offender. My name and reason for being there was announced in a loud voice although the offender was there"*. The other five said the YOS paid sufficient attention to this.
- ◇ Half the victims were at least largely satisfied with the work of the YOS. One wrote *"I was impressed by the worker who accompanied the young offender to my school. She showed care and compassion while...being quite clear about the purpose of the visit"*.

1. ASSESSMENT AND SENTENCE PLANNING

OVERALL SCORE: 58%

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:

52%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) An Asset RoSH screening was completed in 79% of cases.
- (2) We judged that the RoSH classification was appropriate in over three-quarters of cases.
- (3) An RoSH assessment was completed in 86% of cases where the information in the RoSH screening indicated that this was required.
- (4) Where the YOS had recognised the need for an RMP, the great majority of cases had one.

Areas for improvement:

- (1) Only 38% of cases included an RoSH screening that was of sufficient quality; half were timely and others did not draw adequately on all appropriate information. For example, some assessments did not take into account previous offences or more current evidence was not included, particularly regarding involvement with serious youth violence.
- (2) We found that less than one-third of RMPs were of sufficient quality and in most cases this was because the timeliness of the RMP did not meet the needs of the case. In some cases the roles and responsibilities were unclear.
- (3) The need to plan and act to manage *RoH* had not been recognised in two-thirds of the relevant cases where an RMP had not been produced or was not required.
- (4) Management oversight of the *RoH* assessment was effective in less than one-quarter of relevant cases. There was little evidence of management

involvement in the review of initial RoSH assessments and RMPs. However, we were encouraged by some more recent examples where operational managers had identified and recorded improvements that were needed to RoH assessments and RMPs, which had then been addressed.

1.2 Likelihood of Reoffending:	
General Criterion: <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>	
Score: 59%	Comment: <i>SUBSTANTIAL improvement required</i>

Strengths:

- (1) An initial assessment of LoR was completed in almost all cases.
- (2) In just over two-thirds of the cases, a timely assessment of the child or young person's learning style had been undertaken. In more than three-quarters of cases there was active engagement with parents/carers when carrying out the initial assessment.
- (3) The great majority of initial assessments were sufficiently informed by information received from ETE providers and more than three-quarters by children's social care services. Relevant assessments were informed by contact with the ASB team and, in two cases, physical health services.
- (4) All custodial sentence plans were written to respond to identified diversity factors.
- (5) YOS workers were actively and meaningfully involved throughout the custodial planning process in five out of six of the custody cases.
- (6) In 86% of cases, a community intervention plan or referral order contract was produced and 79% of these were timely.
- (7) Children's social care services, ETE providers, the secure establishments and the police were each sufficiently involved in the planning process throughout the sentence in almost all relevant cases.

Areas for improvement:

- (1) The initial assessment of LoR was not of sufficient quality in almost half of the cases. There were two common reasons for this. Firstly, the initial assessment was not completed in a timely manner. Secondly, the evidence

was unclear or insufficient; for example, where a child or young person had made threats to staff, these, and the child or young person's views or diversity issues were not included.

- (2) Only 38% of the relevant assessments for cases in the community were sufficiently informed by contact with or information available from emotional/mental health services.
- (3) Less than half the cases included a timely *What do YOU think?* self-assessment or other appropriate self-assessment.
- (4) Half of the custodial sentence plans did not sufficiently address the factors that had been identified as most closely linked to offending. The factors omitted most frequently were lifestyle, substance misuse and motivation to change; each of which were not included in at least half of the plans where it was needed.
- (5) Of the four applicable cases, two of the relevant custodial sentence plans should have integrated an RMP and did not. Two custody plans took sufficient account of Safeguarding and of positive factors. Objectives were appropriately prioritised according to *RoH* in one-quarter of cases.
- (6) We considered that intervention plans were insufficiently detailed. Half of the community intervention plans and referral order contracts sufficiently addressed the factors that were most closely linked to offending. The factors omitted most frequently were living arrangements, family and personal relationships, neighbourhood issues, emotional/mental health, and motivation to change.
- (7) Almost half of the relevant community intervention plans and referral order contracts integrated the RMP, and half took sufficient account of Safeguarding. Less than half of the plans included positive factors where relevant.
- (8) Objectives were prioritised according to *RoH* in 25% of relevant community intervention plans or referral order contracts. They were sequenced according to *LoR* in 42% of cases.
- (9) More than three-quarters of cases had not received effective management oversight.

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:

58%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) An Asset vulnerability screening was completed in almost all cases.
- (2) In the great majority of cases, the secure establishment was made aware of vulnerability issues prior to, or immediately on, sentence.
- (3) Cooperation with other relevant agencies was good, with 85% of other relevant plans being retained on files. In more than two-thirds of cases the YOS workers had made a contribution to the assessments and plans of other agencies to safeguard the child or young person.

Areas for improvement:

- (1) Less than two-thirds of the vulnerability screenings were completed on time and less than half were good enough. The most common reason was that factors identified elsewhere in the case were not then reflected in the screening to provide a clear picture of the vulnerability. For example, a child or young person, who was on the child protection register, was known to have self-harmed and had a single parent who was a drug user and alcoholic, had no VMP on file.
- (2) Safeguarding needs were reviewed as required in 48% of the cases.
- (3) A VMP was completed at the start of sentence in only 10% of the cases where we judged that this was required. Where a VMP had been completed at the start of sentence, few had then informed the intervention planning.
- (4) Only 14% of the completed VMPs were good enough. The most common reasons were that they did not meet the needs of the case from the start, were untimely or the roles or responsibilities were not clear.
- (5) In all cases where the VMP should have contributed to the plans of other agencies, there was insufficient evidence that this had happened.
- (6) Management oversight of the vulnerability assessment and planning was effective in 22% of relevant cases.

COMMENTARY on Assessment and Sentence Planning as a whole:

We were encouraged by the YOS case managers' demonstration during interviews that the work they had previously completed in some cases were, in their own opinion, not sufficient. Staff had undergone training prior to the inspection, which had generated a deeper understanding of the initial assessment and planning processes. A previous focus on the technical requirements of the sentence for intervention plans had led to inadequate planning; however, staff were able to express the need for plans to be SMART and more focused on the needs of the individual case. The reassessment of children and young people's *RoH* and vulnerability following the training had led to the creation of more comprehensive and relevant RMPs and VMPs, which improved performance during the inspection.

We were particularly concerned about effective management oversight. Whilst quality assurance processes were being put in place, operational managers rarely countersigned *RoSH* assessments, RMPs or VMPs, where they existed. We saw little evidence of managers identifying shortcomings and then ensuring that these were addressed.

2. DELIVERY AND REVIEW OF INTERVENTIONS

OVERALL SCORE: 61%

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:

45%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) Case managers and other relevant staff contributed effectively to other multi-agency meetings in 89% of custodial cases and 65% of community cases.
- (2) Specific interventions to manage RoH were delivered as planned in the great majority of custody cases and in more than two-thirds of cases in the community.

Areas for improvement:

- (1) RoH was reviewed thoroughly in line with required timescales in only 8% of the relevant cases and in one-quarter of those cases which included a significant change. Over three-quarters of reviews were not timely and sometimes staff did not recognise the impact of changes which had taken place. For example, an assessment had not been updated until six weeks after the young person had been released into the community.
- (2) Staff did not anticipate, identify or then act upon changes in RoH factors in less than half of relevant cases. For example, a young person was convicted of further, more serious offences and was also identified as being a possible gang member but no further assessment to take these additional, significant factors into consideration had been completed.
- (3) Purposeful home visits were carried out, throughout the course of the sentence, in accordance with the RoH posed in 54% of cases where this was required. Explanations for this were not recorded on the files.
- (4) Sufficient attention had not been given to assessing the safety of victims in more than half of the cases. In nearly one-third of relevant cases victim

safety had been given priority; for example, where a child or young person had committed an offence of attempted robbery in a local shop, we found no evidence of victim work either discussed with that individual or contact made with the shopkeeper to ascertain their view. One of the victims who responded to HMI Probation’s questionnaire also felt that the YOS did not pay attention to their safety.

- (5) There was effective management oversight of *RoH* throughout the delivery of the sentence in the community in only 28% of the cases where this was required.

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>71%</p>	<p>Comment:</p> <p>MODERATE improvement required</p>

Strengths:

- (1) In more than three-quarters of cases, interventions that were delivered in the community were focused on reducing LoR. Appropriate resources were allocated according to the assessed LoR in 86% of cases.
- (2) Interventions were of good quality and incorporated relevant diversity factors in more than three-quarters of cases. We found many examples where case managers were creative in identifying positive or other aspects of the lives of children and young people which they could use as the basis for work to address offending behaviour.
- (3) We considered that the initial Scaled Approach intervention level allocated by the YOS was correct in 100% of cases.
- (4) Staff actively motivated and supported the child or young person in almost all of the cases in the community. Positive behaviour was reinforced throughout the sentence in the great majority of cases in the community.
- (5) Parents/carers were sufficiently engaged by YOS workers in more than three-quarters of all cases in the community and in custody.
- (6) Sufficient attempts were made to ensure that all requirements of the sentence had been implemented in well over three-quarters of cases.

Areas for improvement:

- (1) Delivered interventions were sequenced appropriately in only 34% of the cases. They were not reviewed as required in three-quarters of the cases.
- (2) We considered that resources were not sufficiently focused on lifestyle, thinking and behaviour, attitudes to offending and motivation to change.

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:

65%

Comment:

MODERATE improvement required

Strengths:

- (1) In all relevant cases, immediate action had been taken to protect all relevant children and young people and at the time of inspection there were no actions outstanding. Necessary referrals to ensure Safeguarding were made in almost all of the cases where these were required. For example, where a young person suggested to the YOS worker that another, unrelated young person, was inappropriately sexually active with older individuals, this was immediately referred to the relevant agencies.
- (2) Joint work to promote the Safeguarding and well-being of the child or young person was undertaken as required in almost all cases with the YOI, police, ASB team and ETE providers. Similarly, work was also undertaken as required in 88% of relevant cases, with other agencies beyond those closely associated with criminal justice.
- (3) Specific interventions to promote Safeguarding were delivered in almost three-quarters of cases where the YOS had identified the need for them.
- (4) Staff clearly supported and promoted the well-being of the child or young person, throughout the course of the sentence in 79% of cases in the community, and in the great majority of cases in custody.

Areas for improvement:

- (1) Purposeful home visits were not carried out, throughout the course of the sentence, in half of the cases with Safeguarding issues. No reason was given why visits were not undertaken.

- (2) Interventions to promote Safeguarding in custody were not incorporated into the relevant VMPs.
- (3) Only half of joint working to promote Safeguarding was undertaken with children's social care services where we thought it should have been.
- (4) In cases which had been transferred in or out of the YOS, there was little clarity around the roles and responsibilities for both the host and the holding YOS. We felt this led to a lack of ownership, non-existent or poor assessments, plans and delivery of interventions in these cases. In three particular cases, staff were not aware of the ongoing child or young person's circumstances when their case was being 'hosted' by other YOTs. We were encouraged that the YOS had now sought to address this by issuing to their staff a policy document which set out the roles and responsibilities for such cases.
- (5) Management oversight of Safeguarding needs throughout the delivery of the sentence was effective in just over one-quarter of the cases where this was required in the community, and in less than two-thirds of the cases where this was required in custody.

COMMENTARY on Delivery and Review of Interventions as a whole:

The delivery of interventions in the YOS was a key strength in this inspection; with staff thinking creatively and innovatively to address particular challenges in specific cases.

However, concerns expressed about the effective management oversight of assessment and planning detailed previously also applied to oversight throughout the course of the sentence. This included a lack of ensuring that assessments and plans were regularly reviewed, and that changes in Safeguarding or *RoH* were responded to.

3. OUTCOMES

OVERALL SCORE: 63%

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:

61%

Comment:

MODERATE improvement required

Strengths:

- (1) Reporting instructions were given, sufficient for the purposes of carrying out the sentence of the court, in 93% of cases.
- (2) Where the child or young person had not complied with the requirements of the sentence, appropriate action was taken by the YOS in 83% of cases.
- (3) Those factors related to LoR that, in our judgement, showed the most frequent improvement were substance misuse and living arrangements, each of which had improved in slightly less than half of the relevant cases.
- (4) There appeared to be a reduction in both the frequency and seriousness of offending, since the start of the sentence, in 60% of the cases where there was sufficient offending history to assess this. This was better than the average of YOTs inspected to date.

Areas for improvement:

- (1) Where there was an identifiable victim or potential victim, there was sufficient evidence that the *Risk of Harm* to them had been effectively managed in only 45% of cases.

- (2) All reasonable action had been taken to keep to a minimum the child or young person's *RoH* in only 54% of cases, usually because the initial planning and assessment was insufficient.
- (3) Similarly, Safeguarding had been effectively managed in only 54% of relevant cases, again because the initial planning and assessment was insufficient.
- (4) Those factors related to *LoR* that, in our judgement, showed the least improvement related to emotional and mental health (13% of relevant cases), and neighbourhood factors (20%).

3.2 Sustaining outcomes:	
General Criterion: <i>Outcomes are sustainable in relation to RoH, LoR and Safeguarding.</i>	
Score: 71%	Comment: MODERATE improvement required

Strengths:

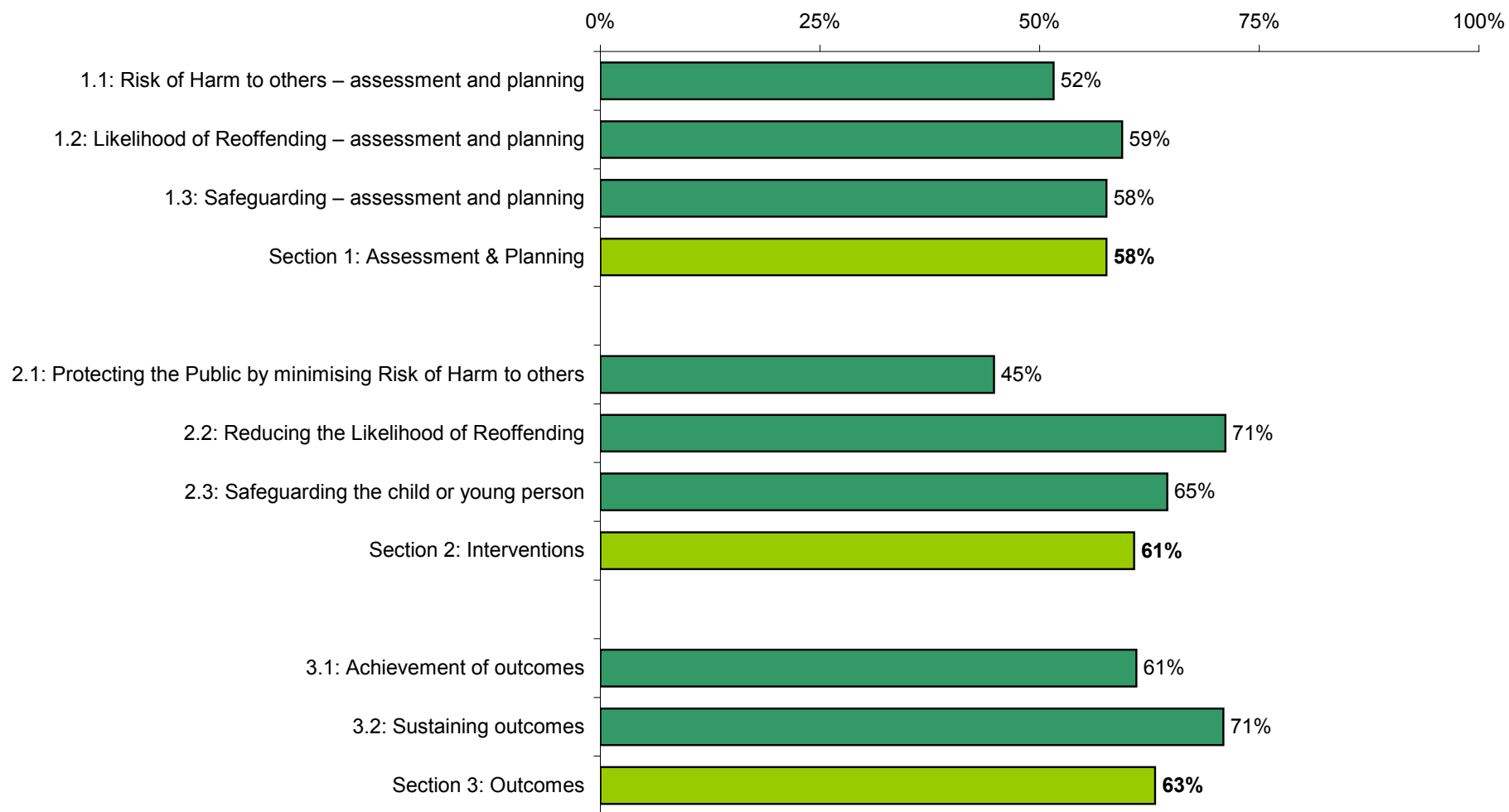
- (1) Full attention was given to community reintegration in more than three-quarters of cases in the community and well over three-quarters of cases in custody.
- (2) Actions had been taken, or plans put in place, to seek to ensure that positive outcomes were sustainable in most cases in custody, and in more than half of the cases in the community. This included two cases with particularly strong exit strategies to ensure support continued for the child or young person after the order had ended.

COMMENTARY on Outcomes as a whole:

Staff focused well on enforcing compliance and ensuring that the child or young person would continue to receive support after they had completed their sentence.

Appendix 1: Scoring summary of sections 1-3

CCI Wandsworth General Criterion Scores



Appendix 2: Contextual information

Area

Wandsworth YOS was located in London, in the South of the capital.

The area had a population of 289,600 as measured in the ONS Mid Year Estimates 2010, 6.5% of which were aged 10 to 17 years old (Census 2001). This was slightly lower than the average for England/Wales, which was 10.4%.

The population of Wandsworth was predominantly white British (77%) (Resident Population Estimates by Ethnic Group 2009). The population with a black and minority ethnic heritage (23%) 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 61 per 1,000, were worse than the average for England/Wales of 38.

YOS

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

The YOS was located within Wandsworth Children's Services, reporting to the Assistant Director for Young People and Learning.

The YOS Management Board was chaired by the Director of Children's Services.

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.

For further information about current data, 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 November 2011 and involved the examination of 29 cases. This inspection took place at a time of industrial action and as a result the number of cases inspected was reduced.

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. However, during this inspection, due to the impact of the national day of industrial action, we inspected a slightly reduced sample. 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.

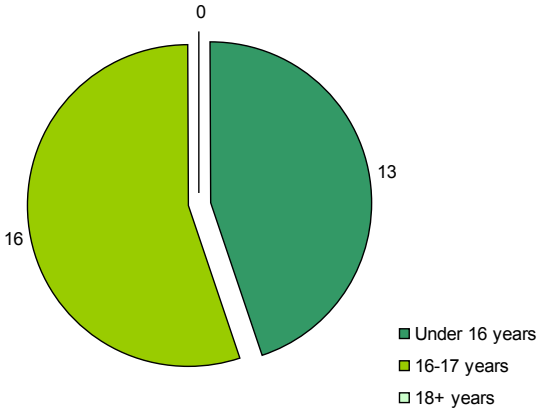
Prior to the inspection we receive copies of relevant local documents and a brief report from the Youth Justice Board. We also gather the views of service users (children & young people and victims) by means of computer and paper questionnaires.

Publication arrangements

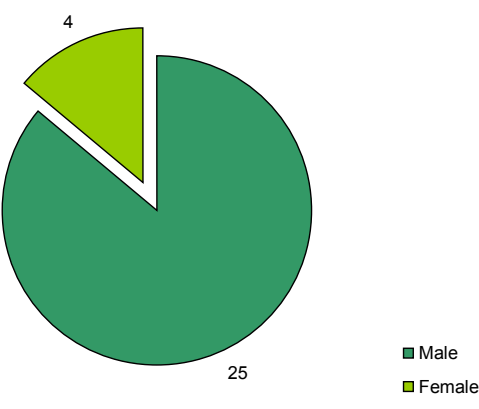
- Provisional findings are given to the YOS two weeks after the inspection visit takes place.
- A draft report is sent to the YOS for comment 4-6 weeks after the inspection, with publication following approximately 6 weeks later. In addition to a copy going to the relevant Ministers, other inspectorates,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

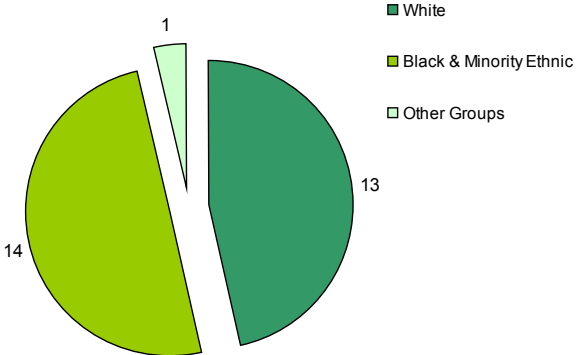
Case Sample: Age at start of Sentence



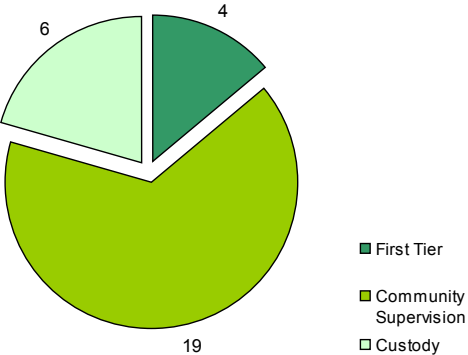
Case Sample: Gender



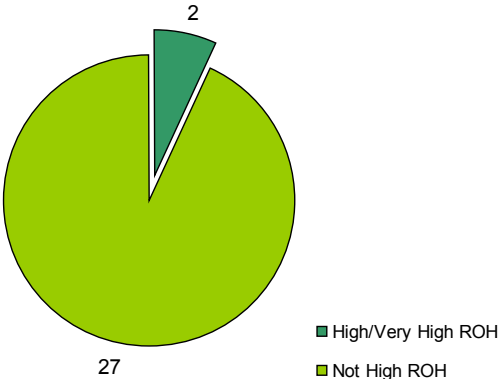
Case Sample: Ethnicity



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
FIP	Family Intervention Project
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
SMART	A mnemonic used to set objectives: Specific, Measurable, Achievable, Relevant and Time-bounded
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*