



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:

Nottingham City

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Foreword

Our Core Case Inspection of youth offending work in Nottingham City 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 Team. 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.

Nottingham City Youth Offending Team had, over the last year, focused on improving the quality of work undertaken to protect the public and to safeguard children. This was having an impact. The staff team were committed to their work with children and young people particularly those from diverse backgrounds and often with complex needs. Supported by effective partnership working we found that resources had been used well.

As such, Nottingham City Youth Offending Team is in a strong position to address the areas for improvement and build upon the strengths identified by this inspection.

Overall, we consider this a creditable set of findings.

Liz Calderbank
HM Chief Inspector of Probation

June 2012

	Scores from Wales and the English regions that have been inspected to date			Scores for Nottingham City
	Lowest	Highest	Average	
'Safeguarding' work <i>(action to protect the young person)</i>	37%	91%	68%	81%
'Risk of Harm to others' work <i>(action to protect the public)</i>	36%	86%	62%	72%
'Likelihood of Reoffending' work <i>(individual less likely to reoffend)</i>	43%	88%	71%	78%

Acknowledgements

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Scoring and Summary Table

This report provides percentage scores for each of the 'practice criteria' essentially indicating how often each aspect of work met the level of quality we were looking for. In these inspections we focus principally on the *Public Protection* and *Safeguarding* aspects of the work in each case sample. Accordingly, we are able to provide a score that represents how often the *Public Protection* and *Safeguarding* aspects of the cases we assessed met the level of quality we were looking for, which we summarise here¹. We also provide a headline 'Comment' by each score, to indicate whether we consider that this aspect of work now requires either **MINIMUM**, **MODERATE**, **SUBSTANTIAL** or **DRASTIC** improvement in the immediate future.

Safeguarding score:	
This score indicates the percentage of <i>Safeguarding</i> work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
Score: 81%	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: 72%	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: 78%	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 timely and good quality assessment and intervention plan is completed when the case starts (YOT Manager)
- (2) good quality risk management plans and vulnerability management plans are completed at the start, as appropriate to the specific case (YOT Manager)
- (3) there is a timely review of assessments and plans including following receipt of significant new information (YOT Manager)
- (4) there is regular and effective oversight by management, that is clearly recorded within the case record, as appropriate to the specific case (YOT Manager).

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 Nottingham City YOT work that impressed us.

Assessment and Sentence Planning

General Criterion: 1.2h

Fourteen year old Kyle was given a community sentence for an offence of disorder targeted at the police. He was also vulnerable to exploitation by older gang members. He was therefore allocated a caseworker and police officer from the Vanguard Plus gang crime prevention team. Kyle and his mother were visited at home and work was undertaken on his perceptions of police officers, their role and the impact of offending on victims. Kyle developed a positive relationship with the police officer and there had been no further offending to date. Kyle had also engaged in local youth provision that would continue once the court order had ended.

Delivery and Review of Interventions

General Criterion: 2.2b

Daniel received a custodial sentence for an offence of robbery committed in the company of adult offenders. He had been preparing for his GCSEs and this was his first time in court. His studies were severely disrupted and the school was apprehensive about accepting him back. The YOT education coordinator, a former teacher, worked hard to secure his return for an initial trial period. He also provided him with tuition to catch up with his mathematics course work. Daniel successfully returned to education and there had been no further offending.

Outcomes

General Criterion: 3.2a

Following an offence of robbery, 17 year old Cory was given a referral order. He was not in education or training and had started to drift into offending. As part of his contract Cory completed a number of hours of reparation at the Nottingham City Attendance Centre. He was involved in making security door stop sticks for elderly people in his local community. The sticks helped people to feel more secure by allowing the user to block their door to unwelcome visitors. Cory developed insight into the impact of offending on victims and benefited from the experience of work. He built upon this by keeping out of trouble and becoming a bricklayer's apprentice.

All names have been altered.

Service users' perspective

Children and young people

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

- ◇ Twenty-one respondents said that they knew why they had to come to the YOT. Nineteen recalled that YOT staff had explained what would happen to them.
- ◇ Almost two-thirds felt that YOT staff listened completely to what they had to say and more than one-quarter felt that this was mostly the case.
- ◇ Thirteen felt that YOT staff were completely interested in helping them and seven felt that this was the case most of the time.
- ◇ Almost two-thirds felt that the YOT had definitely dealt with the things that they needed help with; a further six felt that this had happened most of the time.
- ◇ More than three-quarters of the children and young people remembered completing a *What do YOU think?* self-assessment questionnaire or another form about themselves.
- ◇ The great majority of children and young people knew what a sentence plan or referral order contract was and had been given a copy.
- ◇ Seven out of twelve of those who had a sentence plan, and had been coming to the YOT for long enough, were aware that their plan had been reviewed.
- ◇ When asked if anything had improved in their life since working with the YOT 13 out of 20 stated that it had. Nine of the respondents said that the YOT had helped them with school, training or getting a job. Eight had been helped to understand their offending and 11 had been helped with their drug or alcohol use. One child or young person commented on: *"the ability to make better decisions and understanding of how other people feel"*. Another had *"got back in college"*.
- ◇ Three-quarters said that they were a lot less likely to reoffend as a result of their involvement with the YOT.
- ◇ On a scale of zero to ten (ten being completely satisfied) almost two-thirds rated the service given to them so far as a seven or more. One respondent commented that *"it has shown me that there are consequences for my actions and that if you do wrong you get into trouble"*. Another said: *"it has been a very good experience and friendly people have made it a lot easier to talk to them"*.

Victims

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

- ◇ On a scale of one to four (four being completely satisfied), four of the respondents rated the service given to them as a four; two rated it as a three and one rated it as a two. One respondent was not at all satisfied.
- ◇ Seven felt that the YOT had explained what service they could offer. Five said that their individual needs had been taken into account.
- ◇ All but one said that they had been given an opportunity to talk about any worries that they had. One stated: *"If I have any worries she always does her very best to help and if she couldn't she would always find out how for me"*.
- ◇ Five of the six that answered the question stated that they had benefited from work done by the child or young person who had committed the offence.
- ◇ Six of the seven respondents who had concerns about their safety felt that the YOT had paid sufficient attention to this. One said: *"All our concerns were dealt with promptly and I'm happy to say I have nothing but respect and admiration for the work that they do"*.

1. ASSESSMENT AND SENTENCE PLANNING

OVERALL SCORE: 73%

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:

78%

Comment:

MINIMUM improvement required

Strengths:

- (1) An Asset RoSH screening was completed in 90% of cases. We considered that 84% were accurate.
- (2) A full RoSH analysis had been completed where required. Almost three-quarters were completed on time and to a sufficient quality.
- (3) We agreed with the initial classification of RoSH in all but two cases.
- (4) The initial *RoH* assessment drew adequately on all appropriate information including MAPPAs, other agencies' and previous assessments, and information from victims, in all but three cases.
- (5) An RMP had been completed in almost all of the cases where it was required. Where there had been no requirement for an RMP the need for planning for *RoH* issues had been recognised in nine out of ten relevant cases (90%) and acted upon in six out of eight cases (75%).
- (6) One case met the criteria for management at MAPPA Level 2 and this had been identified and referred in a timely manner.
- (7) We found that the RoSH analysis and its management were appropriately communicated to relevant staff and agencies in 86% of qualifying cases.

Areas for improvement:

- (1) The Asset RoSH screening had been completed late in 31% of cases.
- (2) The RMP had been completed late in one-third of cases and was found to be of insufficient quality in 22 cases (61%). The main limiting factors were that

the planned response was unclear or inadequate, roles and responsibilities were not clear and in some instances victims' issues had not been addressed sufficiently well.

- (3) Effective management oversight of the *RoH* assessment had been evident in 54% of applicable cases. This was better than oversight of the RMP which was found to have been effective in only 13 out of 36 cases (36%).

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

Strengths:

- (1) An initial assessment of LoR had been completed in 85% of cases with 73% completed on time.
- (2) The child or young person and their parents/carers had been actively engaged with the initial assessment in almost all cases.
- (3) The case manager had formally assessed the child or young person's learning style in two-thirds of cases.
- (4) The assessment was further informed by contact with children's social care services (85%) and ETE providers (88%). Contact had been made with substance misuse services in 20 out of 23 applicable cases (87%), emotional and mental health services in 17 out of 23 (74%). Contact had been made with the secure establishment and police in all cases where this was relevant.
- (5) A timely custodial sentence plan had been completed in 15 out of 17 cases in the sample. Fourteen sufficiently addressed the factors that had been identified as most closely linked to offending. Almost all had included positive factors and just under three-quarters addressed Safeguarding needs and diversity factors.
- (6) Sentencing objectives within the custodial plan were inclusive of appropriate Safeguarding work in more than three-quarters of cases and sensitive to diversity issues in more than two-thirds.
- (7) YOT workers were actively and meaningfully involved throughout the custodial planning process in all except two of the inspected custodial cases.

- (8) A community intervention plan or referral order contract was produced in almost all cases. Relevant Safeguarding needs had been accounted for in 78% as had positive factors (72%), the child or young person's learning style (70%) and diverse needs (80%). The great majority were focused on achievable change for the child or young person with 77% setting relevant goals.
- (9) Objectives within the intervention plan/referral order contract were inclusive of appropriate Safeguarding work in 83% of cases and sensitive to diversity issues in 80%.
- (10) The child or young person had been meaningfully involved in the planning process in the great majority of cases and parents/carers in almost three-quarters.
- (11) The relevant external agencies most actively involved with the planning process were ETE providers, the secure establishment, the substance misuse service and the police.
- (12) The custodial sentence plan had been reviewed as required in all but one case.

Areas for improvement:

- (1) The quality of the initial assessment of LoR was insufficient in 37% of cases. The main limiting factor was unclear and/or insufficient evidence in support of the assessment. Offending-related factors had not always been identified.
- (2) The children and young people's self-assessment questionnaire, *What do YOU think?* had been used to inform the initial assessment in less than half of all cases (43%).
- (3) The initial assessment would have been better informed by contact with the ASB team in five out of ten relevant cases (50%) and with physical health services in 4 out of 11 (36%).
- (4) The RMP had not been integrated into the custodial sentence plan in ten relevant cases (62%). The child or young person's learning style had not been incorporated in nine cases (53%).
- (5) Objectives within the custodial plan had been prioritised according to *RoH* in only 35% of cases and sequenced according to offending-related need in 47%. Victims' issues had been accounted for in 8 out of 15 cases (53%).
- (6) The community intervention plan/referral order contract had been completed late in one-third of cases. The factors that had been identified as most closely linked to offending had been given insufficient attention in 35%. The timescales set were not always realistic (46%) and only one-third had integrated the RMP.
- (7) Objectives within the intervention plan/referral order contract had been prioritised according to *RoH* in 41% of cases. They were sequenced according to offending-related need in 48%. Sufficient account was taken of victims' issues in 57%.

- (8) In 9 out of 20 cases where children’s social care services had involvement, we would have expected to see more active and meaningful participation in the YOT planning process (45%). This also applied to emotional and mental health services in 9 out of 24 (38%); physical health services in five out of nine (56%) and the ASB team in 6 out of 12 cases (50%).
- (9) In 35% of cases the community intervention plan had not been reviewed as required.

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: 73%	Comment: MODERATE improvement required

Strengths:

- (1) An Asset vulnerability screening had been completed in 90% of the sample with 74% completed on time and to sufficient quality.
- (2) A VMP was completed where required in 33 out of 39 cases (85%) and had informed other applicable plans in 83%.
- (3) The secure establishment had been made aware of vulnerability issues prior to or immediately on sentence in all custody cases.
- (4) Copies of other plans (care, pathway, protection) were found in the great majority of relevant case files.
- (5) YOT staff had contributed to other assessments and plans to safeguard the child or young person in almost all relevant cases.
- (6) Safeguarding needs were reviewed as appropriate in the great majority of cases.

Areas for improvement:

- (1) Almost half of all VMPs were found to be of insufficient quality and many had been completed late. Roles and responsibilities were not always clear; likewise, the planned response should the level of vulnerability increase. The VMP had not contributed to or informed interventions in 48% of cases.
- (2) We found evidence of effective management oversight of the vulnerability assessment in 60% of relevant cases.

COMMENTARY on Assessment and Sentence Planning as a whole:

A significant proportion of children and young people in the sample had been convicted of offences of violence (71%), including robbery. Many had complex needs, presenting an *RoH* at the same time as being vulnerable themselves. YOT staff had worked hard to engage these children and young people and their parents/carers from the beginning.

Nottingham City YOT staff recognised the importance of appropriate ETE opportunities in reducing reoffending and there was a particular emphasis on this in assessments and plans. The inspection team noted a number of examples of children and young people returning to school or gaining employment or training.

Whilst we saw some examples of managers being involved with cases, there was insufficient evidence of effective management oversight, focused upon improving practice. Management entries tended to restate information that had already been noted by the case manager; for example, with regard to progress at school or within the home. Required improvements had not always been identified and some insufficient assessments and plans had been endorsed by managers.

2. DELIVERY AND REVIEW OF INTERVENTIONS

OVERALL SCORE: 83%

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:

74%

Comment:

MODERATE improvement required

Strengths:

- (1) In cases where there were changes in *RoH* or acute factors they had been identified swiftly in 72% of instances.
- (2) Effective use had been made of MAPPA processes in the one applicable Level 2 case in the sample.
- (3) Case managers and other relevant staff contributed effectively to multi-agency meetings on *RoH* presented by children and young people in all applicable custody and community cases.
- (4) Purposeful home visits had been undertaken throughout the sentence, in the great majority of cases presenting *RoH* and Safeguarding needs. Good transport links made it relatively straightforward for most children and young people to attend appointments at the YOT office. However, Nottingham City YOT staff also understood the benefits of visiting children and young people within their home environment and this practice was well developed.
- (5) We found that a high priority had been given to victims' safety, throughout the sentence, in 74% of applicable cases.
- (6) Appropriate resources were allocated according to the assessed level of *RoH* in almost all cases. Interventions to manage *RoH* in the community were delivered as planned in 74% of applicable cases. Interventions to manage *RoH* during the custodial phase of the sentence had been delivered in almost all relevant cases (93%).

Areas for improvement:

- (1) The child or young person's *RoH* had been reviewed thoroughly no later than three months from the start of sentence in 63% of cases. Following a significant change in circumstances, for example further offending, *RoH* had been reviewed in 60%.
- (2) There had been effective management oversight of *RoH* in almost half of all relevant community orders (49%) and in 56% of custodial sentences.

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: 86%	Comment: MINIMUM improvement required

Strengths:

- (1) The great majority of interventions delivered in the community were of good quality and designed to reduce the LoR. They were appropriate to the child or young person's learning style and diverse needs. More than two-thirds of interventions had been implemented as planned.
- (2) YOT staff had been appropriately involved in the review of interventions in all custody cases.
- (3) We considered that the initial Scaled Approach intervention level allocated by the YOT was correct in all but one case.
- (4) Appropriate resources had been allocated according to the assessed LoR throughout the sentence.
- (5) The requirements of the sentence had been implemented in 83% of cases.
- (6) YOT staff had actively motivated and supported the child or young person, reinforcing positive behaviour in almost all cases. Parents/carers had also been actively engaged in almost all applicable cases.

Area for improvement:

- (1) Interventions delivered in the community had not always been appropriately sequenced (44%) or reviewed (35%).

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:

88%

Comment:

MINIMUM improvement required

Strengths:

- (1) All necessary immediate action to protect the child or young person had been taken in all eight applicable cases. The same applied to the protection of three other affected children and young people.
- (2) Further, we found that all necessary referrals to safeguard the child or young person had been made in the custody sample (eight) and in 27 out of 28 relevant cases in the community. The CAF had been used to support referrals to children's social care services.
- (3) There was evidence of effective working with other agencies including children's social care services, ETE providers, health (physical, mental health and substance misuse providers) and the police to promote the child or young person's Safeguarding and well-being.
- (4) YOT staff had also worked well with relevant agencies to ensure continuity in the provision of mainstream services, upon release from custody.
- (5) Specific interventions to promote Safeguarding were identified and delivered in the great majority of applicable cases. They had been reviewed appropriately in 82% of custody cases and in 72% within the community.
- (6) Specific interventions to promote Safeguarding in the community incorporated those identified in the VMP in 23 out of 30 cases (77%).
- (7) There had been effective management oversight of Safeguarding and vulnerability needs in 79% of relevant cases in custody and 73% within the community.
- (8) Staff clearly supported and promoted the well-being of the child or young person, throughout the course of the sentence in custody and in all but two instances in the community.

Area for improvement:

- (1) Specific interventions to promote Safeguarding in custody incorporated those identified in the VMP in six out of ten relevant cases (60%).

COMMENTARY on Delivery and Review of Interventions as a whole:

The contribution made by partner agencies at the assessment stage provided a foundation for the effective joint delivery of interventions. Two YOT workers were seconded to the multi-agency Vanguard Plus team, developed as part of the city council's gang crime prevention strategy. They worked closely with the police to assess and intervene with nominated children, young people and their families.

The YOT had an extensive range of interventions to address the LoR including a specific group for young women and girls - Engagement Values and Esteem (EVE). Effective use was also made of the Nottingham City Attendance Centre. Examples included a five week knife and weapons crime programme, supported by course work delivered by the case manager. YOT nurses delivered a three week sexual health programme at the centre and reparation projects were also undertaken.

It was good to note that management oversight of Safeguarding and vulnerability had improved as orders progressed, indicating that the same could be achieved in respect of *RoH*.

3. OUTCOMES

OVERALL SCORE: 76%

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:

73%

Comment:

MODERATE improvement required

Strengths:

- (1) *RoH* had been effectively managed in 77% of applicable cases.
- (2) Where there was an identifiable or potential victim there was evidence that the *Risk of Harm* to them had been effectively managed in 28 out of 41 cases (68%). This still left 13 cases requiring improvement which could have been achieved through better reflection of victims' issues in initial plans.
- (3) Sufficient appointments had been made for the purpose of carrying out the sentence of the court in 95% of cases.
- (4) Where the child or young person had not complied with the requirements of the sentence (29 cases), enforcement action was taken sufficiently well in 76% of instances.
- (5) There had been an overall reduction in the Asset score in 45% of cases, which was close to the average for YOTs inspected to date.
- (6) In cases where there had been a reduction in offending-related factors identified in the initial assessments, these most frequently related to ETE, 25 out of 49 (51%); lifestyle, 19 out of 48 (40%); thinking and behaviour, 24 out of 60 (40%); and motivation to change, 19 out of 47 (40%).
- (7) Overall, we considered that Safeguarding had been effectively managed in 41 out of 44 cases (93%).

Areas for improvement:

- (1) We assessed that there had been insufficient progress in the most significant factors related to offending in 29% of cases. Deterioration was noted in a further 18%.
- (2) In 22 out of 41 cases where there was an assessed risk factor linked to the child or young person's Safeguarding, we found no evidence of a reduction in those risk factors (54%). Improved vulnerability plans and reviews would help to capture relevant changes in circumstances.

3.2 Sustaining outcomes:	
General Criterion: <i>Outcomes are sustained in relation to RoH, LoR and Safeguarding.</i>	
Score: 87%	Comment: MINIMUM improvement required

Strengths:

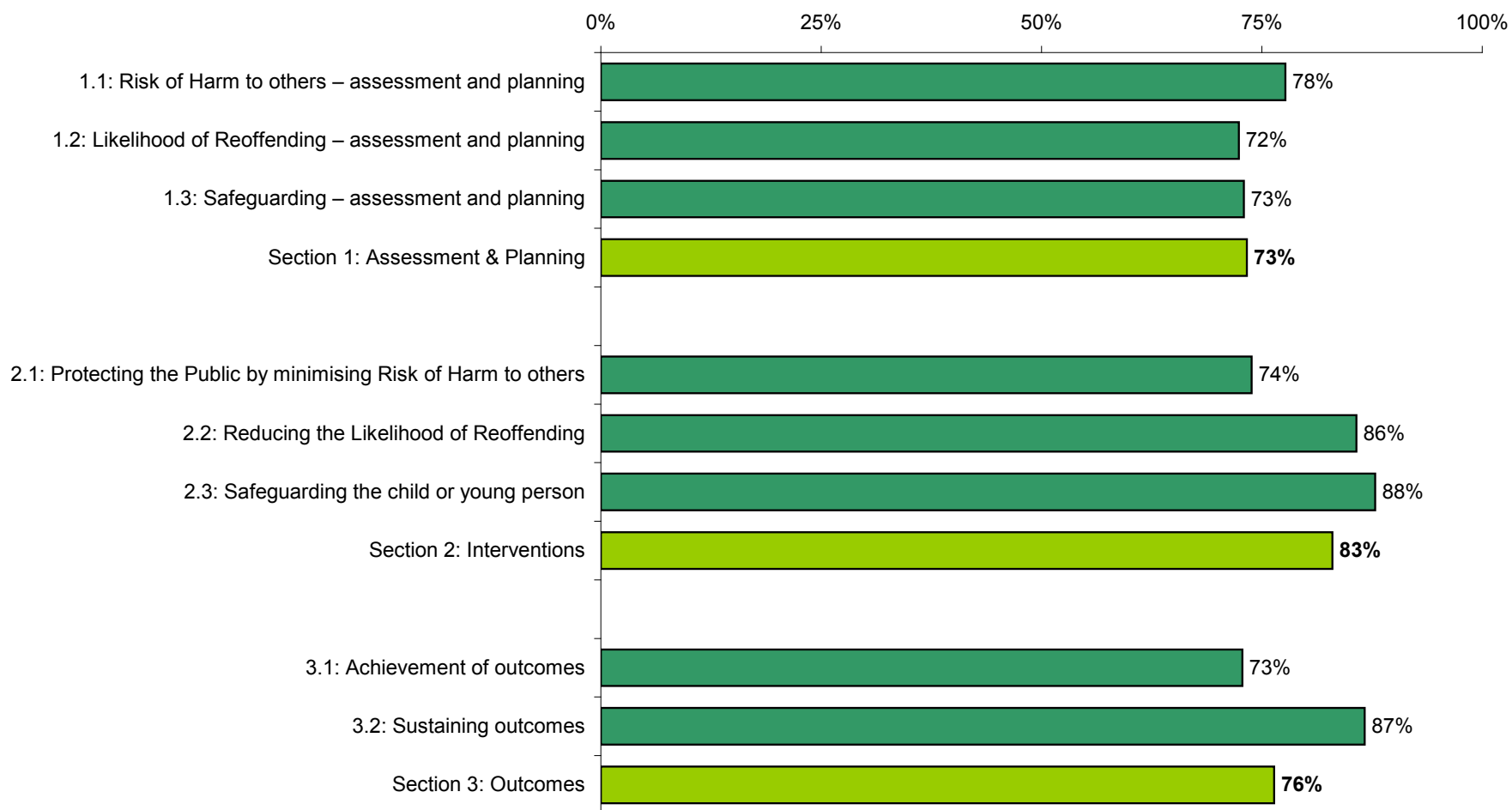
- (1) Full attention was given to community integration issues during the custodial phase of the sentence in 82% of cases. The same applied to 90% of cases in the community.
- (2) Action had been taken or plans were in place to ensure that positive outcomes were sustainable during the custodial phase of the sentence in 71% of cases and 88% of cases in the community.

COMMENTARY on Outcomes as a whole:

There appeared to be a reduction in the frequency of offending, since the start of the sentence, in 61% of cases and in the seriousness of offending in 62%. This was better than the average for YOTs inspected to date. The attention given to community integration reflected the frequency of home visiting, engagement with service users and joint work with other agencies, throughout the order.

Appendix 1: Scoring summary of sections 1-3

CCI Nottingham General Criterion Scores



Appendix 2: Contextual information

Area

Nottingham City YOT was located in the East Midlands.

The area had a population of 306,700 as measured in the ONS Mid Year Estimates 2010. 10.2% of the population 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 Nottingham City was predominantly white British (79%) (Resident Population Estimates by Ethnic Group 2009). The population with a black and minority ethnic heritage (21%) 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 72 per 1,000, were worse than the average for England/Wales of 38.

YOT

The YOT boundaries were within those of the Nottinghamshire Police area. The Nottinghamshire Probation Trust and NHS Nottingham City Primary Care Trust covered the area.

The YOT was located within the Children and Families Directorate. It was managed by the Head of Family Community Team South.

The YOT Headquarters was in Nottingham City. The operational work of the YOT was also based in the city. ISS was provided in-house.

Youth Justice Outcome Indicators 2011/2012 onwards

The national youth justice indicators for England have been replaced by three outcome indicators. These indicators will also be used in Wales.

1. The reoffending measure is a count of the number of 10 to 17 year olds who reoffend within 12 months of their conviction.

2. The first time entrants measure counts the number of young people given their first pre-court or court disposal and thus entering the youth justice system within each year.

3. The use of custody for young people aged 10 to 17 years.

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 March 2012 and involved the examination of 62 cases.

Model

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

Methodology

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

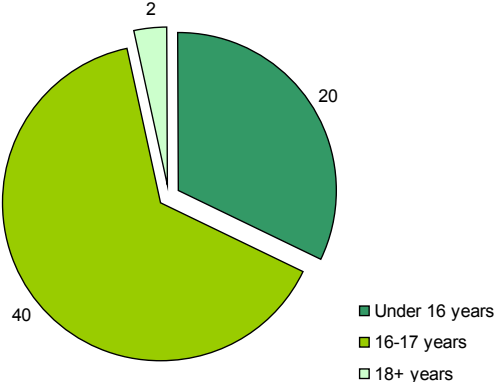
Prior to the inspection we receive copies of relevant local documents and a brief report from the Youth Justice Board. We also gather the views of service users (children & young people and victims) by means of computer and paper questionnaires.

Publication arrangements

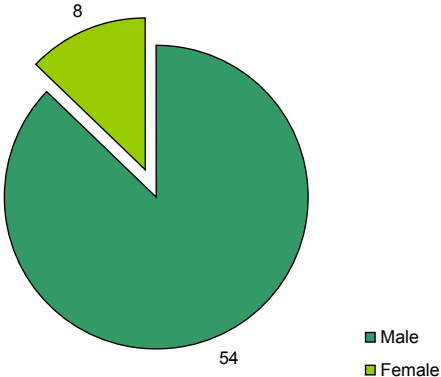
- Provisional findings are given to the YOT two weeks after the inspection visit takes place.
- A draft report is sent to the YOT for comment 4-6 weeks after the inspection, with publication following approximately 6 weeks later. In addition to a copy going to the relevant Minsters, other inspectorates,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

Appendix 4: Characteristics of cases inspected

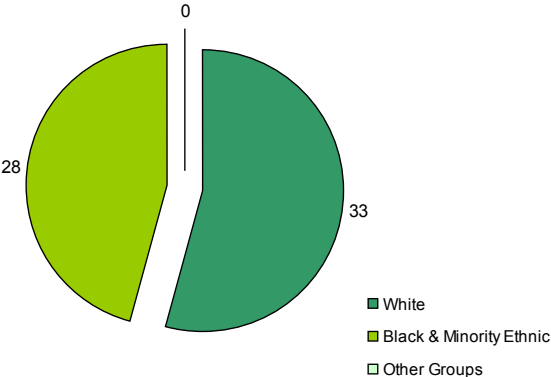
Case Sample: Age at start of Sentence



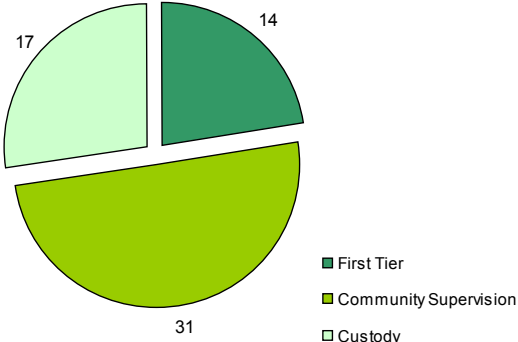
Case Sample: Gender



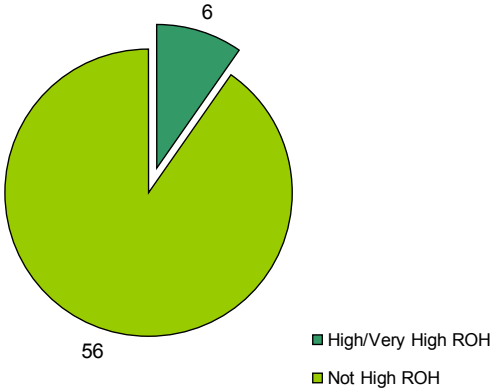
Case Sample: Ethnicity



Case Sample: Sentence Type



Case Sample: Risk of Harm



Appendix 5: Scoring approach

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

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

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

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

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

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

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

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

Appendix 6: Glossary

ASB/ASBO	Antisocial behaviour/Antisocial Behaviour Order
Asset	A structured assessment tool based on research and developed by the Youth Justice Board looking at the young person's offence, personal circumstances, attitudes and beliefs which have contributed to their offending behaviour
CAF	Common Assessment Framework: a standardised assessment of a child or young person's needs and of how those needs can be met. It is undertaken by the lead professional in a case, with contributions from all others involved with that individual
CAMHS	Child and Adolescent Mental Health Services: part of the National Health Service, providing specialist mental health and behavioural services to children and young people up to at least 16 years of age
Careworks	One of the two electronic case management systems for youth offending work currently in use in England and Wales. See also YOIS+
CRB	Criminal Records Bureau
DTO	Detention and training order: a custodial sentence for the young
Estyn	HM Inspectorate for Education and Training in Wales
ETE	Education, Training and Employment: work to improve an individual's learning, and to increase their employment prospects
FTE	Full-time equivalent
HM	Her Majesty's
HMIC	HM Inspectorate of Constabulary
HMI Prisons	HM Inspectorate of Prisons
HMI Probation	HM Inspectorate of Probation
Interventions; <i>constructive</i> and <i>restrictive</i> interventions	<p>Work with an individual that is designed to change their offending behaviour and/or to support public protection.</p> <p>A <i>constructive</i> intervention is where the primary purpose is to reduce Likelihood of Reoffending.</p> <p>A <i>restrictive</i> intervention is where the primary purpose is to keep to a minimum the individual's <i>Risk of Harm to others</i>. Example: with a sex offender, a <i>constructive intervention</i> might be to put them through an accredited sex offender programme; a <i>restrictive intervention</i> (to minimise their <i>Risk of Harm</i>) might be to monitor regularly and meticulously their accommodation, their employment and the places they frequent, imposing and enforcing clear restrictions as appropriate to each case. NB. Both types of intervention are important</p>
ISS	Intensive Surveillance and Supervision: this intervention is attached to the start of some orders and licences and provides initially at least 25 hours programme contact including a substantial proportion of education, training and employment
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:

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