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Joint Inspection of Youth Offending Teams of England and Wales

Report on:
Bury
Youth Offending Team

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2008

Foreword

The inspection of Bury YOT took place in the fourth phase of our YOT inspection programme and was undertaken in conjunction with the Enhanced Youth Inspection, the Joint Area Review of children's services and the Corporate Assessment. The findings also contributed to the latter two inspections.

Elements of good practice were evidenced, notably the work undertaken by the specialist health workers, Connexions and education workers.

There were a number of areas where work was needed to raise standards. These included safeguarding arrangements and the way in which Risk of Harm was assessed, planned for and managed. Not all children and young people who were supervised by the YOT were subject to effective plans to help keep them safe.

The YOT Management Board and strategic partners had taken action to begin to address some of the issues raised at the end of the first fieldwork week. The recommendations in this report are designed to help them continue to improve this service.

Andrew Bridges
HM Chief Inspector of Probation
May 2008

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Glossary

Asset	Assessment tool developed by the Youth Justice Board
CAMHS	Child and Adolescent Mental Health Services
CPF	Case Planning Forum
CPS	Crown Prosecution Service
CRB	Criminal Records Bureau
CYPP	Children and Young People's Plan
DTO	Detention and training order
E2E	Education to Employment
Estyn	HM Inspectorate for Education and Training in Wales
ETE	Employment, training and education
EWO	Education welfare officer
FAST	Family and Adolescent Support Team
HMI Probation	Her Majesty's Inspectorate of Probation
ISSP	Intensive Supervision & Surveillance Programme
LoR	Likelihood of reoffending
LSC	Learning and Skills Council
LSCB	Local Safeguarding Children Board
MAPPA	Multi-Agency Public Protection Arrangements
NCH	National Children's Home
NHS	National Health Service
Ofsted	Office for Standards in Education
Onset	YJB tool for assessing children and young people at risk of offending
PA	Personal adviser
PCT	Primary Care Trust
PO	Probation officer
PPO	Prolific and other Priority Offender
PSR	Pre-sentence report
RoH	Risk of Harm
SLA	Service level agreement
SSR	Specific sentence report
YISP	Youth Inclusion Support Panel
YJB	Youth Justice Board
YOI	Youth Offenders Institution
YOS/T	Youth Offending Service/Team

Summary

Criteria	Judgement
Work in the courts	1
Work with children and young people in the community	
Work with children and young people at risk of offending	1
Work with children and young people who have offended	1
Work with parents/carers	2
Outcomes of work with children and young people in the community	2
Work with children and young people subject to custodial sentences	1
Victims and restorative justice	1
Management and leadership	1

Judgement	Descriptor
4	Excellent – performs strongly, well above minimum requirements with outstanding features
3	Good – performs well, consistently above minimum requirements with no important shortcomings
2	Adequate – only meets minimum requirements
1	Inadequate – does not deliver minimum requirements, with many important shortcomings

Work in the courts

- ◆ Arrangements had been made to ensure that the YOT knew of any children and young people who were to appear at court.
- ◆ The court representatives were satisfied with the service provided by the YOT, and valued its support.
- ◆ A strategy to reduce remand in custody levels had not been developed.
- ◆ Pre-sentence reports were not completed to a sufficiently high standard.

Work with children and young people in the community

- ◆ There were serious concerns about the ineffective partnership working between the YOT and children's social care to keep children and young people safe. There had not always been good joint work to prepare plans, to share information or to identify and reduce risks to children and young people or to the public.
- ◆ The work of the specialist health workers was effective, providing assessment and diversion into mainstream services to meet the health needs of most children and young people.
- ◆ Some effective joint work had been undertaken with the education department to assess and provide for the educational needs of children and young people.
- ◆ Not all children and young people who were vulnerable had been subject to assessment planning and interventions to help keep them safe.
- ◆ Intervention plans did not always address the factors that could lead to children and young people offending.
- ◆ There was evidence of good practice by some committed and effective staff; however, they were not always supported in their work by robust processes and procedures.

Work with children and young people subject to custodial sentences

- ◆ Some examples of effective joint work with children and young people subject to custodial sentences were evidenced.
- ◆ Positive links had been made with one Young Offenders Institution to improve the educational outcomes for children and young people whilst in custody.

Victims and restorative justice

- ◆ Victim satisfaction levels were high.
- ◆ Restorative justice had been undertaken in some cases to good effect, although not enough children and young people had had the opportunity to be involved in reparation.
- ◆ Victim focus was not given a high enough priority in all areas of the YOT's work.

Management and leadership

- ◆ The YOT Management Board had been formed in April 2007 following a decision to move away from the wider crime and disorder partnership. At the time of the inspection membership of the Board needed to be widened to increase the effective partnership working arrangements, most notably with children's social care and the Connexions service.
- ◆ A lack of performance management at all levels resulted in policies, systems and performance not being adequately implemented, monitored or managed.
- ◆ There was proactive partnership work with the Primary Care Trust which had led to the provision of a range of services to children and young people within the YOT.

Recommendations

Changes are necessary to ensure that (*primary responsibility is indicated in brackets*):

- (1) the YOT Management Board develops and maintains effective performance management of the YOT (*YOT Management Board*)
- (2) Risk of Harm is accurately assessed and where needed used to inform risk management (*YOT manager*)
- (3) effective work is undertaken between the YOT and the local youth court to reduce remands into custody at least, to Youth Justice Board target levels (*YOT Management Board, YOT manager and Court Users' Group*)
- (4) vulnerability is fully assessed and vulnerability management plans are in place and actioned where necessary (*YOT manager*)
- (5) all children and young people are protected through accurate and timely assessment of safeguarding needs, referrals where needed and the provision of appropriate service, which is supported through effective partnership working (*Assistant Director of Children's Services and YOT Management Board*)
- (6) all staff who hold cases do so in line with their role and levels of qualifications/experience (*YOT manager*)
- (7) Children's services meets its obligations to second social workers into the YOT in accordance with the spirit of the Crime and Disorder Act 1998 (*Director of Children's Services and YOT Management Board*)
- (8) information sharing protocols are adhered to by all staff in the YOT in relation to the sharing of information with education and Connexions services (*YOT manager and education representative on the YOT Management Board*)
- (9) the YOT develops greater consistency in the assessment of children and young people's educational needs and the development of interventions appropriately designed to meet employment, training and education needs and targets (*All YOT staff and YOT Management Board*).

Next steps

An improvement plan addressing the recommendations should be submitted to HM Inspectorate of Probation for approval four weeks after the publication of this inspection report. Once agreed, the plan will be forwarded to the Youth Justice Board to monitor its implementation.

A further inspection will be undertaken in approximately 12 months given our serious concerns about the YOT's work.

Service users' perspective

Children and young people

Sixteen children and young people completed a questionnaire for the inspection, either independently or during an interview with an inspector.

- ❖ One child or young person stated *"I couldn't have done a lot that I am doing now without the assistance I have had from the YOT"*.
- ❖ All children and young people indicated that they had been treated fairly and with respect. None were dissatisfied with the service they had received from the YOT.
- ❖ Twelve of the 16 children and young people stated that they were less likely to offend again as a result of their interventions, and 11 of the 16 thought that they were able to make better decisions.
- ❖ Only ten of the 16 knew how to make a complaint if they needed to.

No interviews were conducted with children and young people in custody.

- ❖ There were no interviews undertaken with children and young people in custody as there were very few and interviews would not have been representative.

Parents/carers

Fourteen questionnaires were completed by parents/carers, either independently or during an interview with an inspector.

- ❖ One of the parents/carers that sent a questionnaire stated *"The support I received from the Living with Teenagers course was fantastic. I felt I wasn't being judged by anyone and it gave me the best support"*.
- ❖ This view was supported during interviews with parents/carers who had been on the Living with Teenagers course. All participants were very positive about the benefits they saw to family life, and had appreciated the continued support at the follow-on sessions.
- ❖ Parents/carers felt that the approach taken by support staff on the Living with Teenagers course was sensitive, enabling them to speak openly about issues.
- ❖ Parents/carers appreciated the opportunities provided to them through the liaison between the YOT and the local college, as they were able to use the crèche facilities and undertake courses.

Victims

Four questionnaires were completed by victims of offending by children and young people, either independently or during an interview with an inspector.

- ◆ Victims were very satisfied with the service they had received. All indicated that the first contact with the YOT had been useful.

Sharing good practice

Below are examples of good practice we found in the YOT.

Work in the courts General criterion: 1.2a	The health worker within the YOT had given inputs to police community support officers on a range of issues surrounding children and young people engaged with the YOT. This had been facilitated by the Police Management Board representative who was responsible for partnerships and criminal justice in the Basic Command Unit.
Work with children and young people at risk of offending General criterion: 2.1i	The YOT had made links with Bury Football Club. A coach from the club ran a football session in designated areas on a six weekly cycle. This was open to YISP children and young people and others in the locality. At the end of the six weeks, an award session was held at Bury Football Club with the children and young people being able to watch a match and meet the players afterwards.
Work with children and young people who have offended General criterion: 2.11a	A victim of criminal damage to a car requested that James undertook work to benefit Jewish people. The restorative justice worker liaised with the Manchester Jewish Association who suggested a Jewish charity shop where James was placed. Following this work the victim subsequently met with James to talk about the impact of crime within the Jewish community. This led to a positive outcome for the victim.
Work with parents/carers General criterion: 2.9	The Living with Teenagers course had been run by the NCH and was successful in involving parents/carers both on a statutory and voluntary basis. Some of the families had been receiving support from children's services for some time. NCH with its close work with the YOT had made it possible for some previously isolated parents/carers to benefit from the programme. The continued support from the monthly drop-in was well used.
Management and leadership General criterion: 5.1d	In order for the YOT Management Board to understand national and local performance measurement targets, a representative from the YJB had been invited to attend a Board meeting. Board members were provided with an overview of targets and were then able to probe into how targets were devised and their impact at a local level.

1. WORK IN THE COURTS

1.1 General criterion:

Children and young people are safeguarded and the likelihood of their further offending reduced by the provision of an appropriate pre-sentence service, including bail supervision and support programmes.

Bury YOT had a court team which consisted of an operational manager, four officers, one PO, a bail support officer and a generic support officer. Youth courts were held on Monday, Thursday and Friday at Bury Magistrates' Court, there being Crown Courts in neighbouring Bolton and Manchester. Courts were covered on a rota basis. One member of staff was designated to cover the Saturday or bank holiday court and one was always available to attend Crown Court if required.

Strengths:

- (1) A system was in place for Bury Police to fax to the YOT a list of children and young people held overnight together with a copy of the court list.
- (2) There was an independent Appropriate Adult service, contracted by Bury with a number of other local YOTs.
- (3) Systems were in place to identify children and young people at risk of secure remand and a range of bail and remand services was available to offer to the court in support of community placements.
- (4) Sentencers stated that they had received feedback from children and young people and their parents/carers on the outcome and effectiveness of referral orders.

Areas for improvement:

- (1) Joint work between the YOT and children's services was not effective in all cases. Where children and young people posed high risks to themselves and others, the Risk Led Approach did not lead to effective joint planning. Most notably there was a lack of contribution from children's services and in some cases housing.
- (2) Not all children and young people subject to secure remand or custody had been interviewed and assessed for vulnerability. Examination of 14 cases showed that only half of the cases had been interviewed and that vulnerability assessments did not include all relevant factors. Information, including vulnerability assessments, had not always been transferred to the receiving establishment. This had been achieved in only 60% of cases.

- (3) Bury had a high recorded remand into custody rate at 70% (YJB figures) and these had not been effectively tackled by the YOT and sentencers. The remand rates for children and young people remain higher than the national average 44.1% and of family at 45.6% as stated in the YJB figures April 2006-March 2007, and there had been work undertaken to reduce rates in line with set targets. It was a concern to note that sentencers were unaware that remand figures were significantly above the YJB target of less than 30%. It was important to note that this issue formed part of the Bury Youth Justice Plan, which stated that the number of children and young people who received remand in custody were low, however that being said, the effect of remand could be significant.
- (4) There was a perception held by YOT staff that bail applications were unlikely to be granted, despite appropriate packages being produced and court representatives reporting that they had faith in them.
- (5) On occasions the CPS was not given details of bail packages before a case was heard.

1.2 General criterion:

Courts are assisted in making informed, timely and effective decisions by the provision of good quality reports and appropriate information from the YOT.

Strengths:

- (1) The YOT was represented at the Court Users' Group.
- (2) Sentencers were very complimentary about the YOS court staff, although felt that they were understaffed.
- (3) Inspection data showed that 75% of reports used the appropriate format, with 79% completed within the national timescales.

Areas for improvement:

- (1) There were insufficient systems in place to ensure effective joint work between the YOT and the courts.
- (2) Joint training with magistrates was arranged on an ad hoc basis.
- (3) PSRs routinely failed to include basic information, on occasions conflicting with Asset assessments.
- (4) In 71% of reports a description of the offence as distinct from an analysis was provided. LoR and RoH were not differentiated in 43%, and nearly three-quarters had no assessment of vulnerability.
- (5) Diversity was not sufficiently addressed in 70% of reports inspected.

- (6) SSRs had sometimes been used for complex cases where it was not appropriate.

Conclusion: These criteria are assessed as **inadequate**.

2. WORK WITH CHILDREN AND YOUNG PEOPLE IN THE COMMUNITY

Work with children and young people at risk of offending

2.1 General criterion:

The YOT (or others on its behalf) undertakes appropriate activities to prevent children and young people from offending.

Prevention work was primarily divided into two main areas. The YISP was located in four bases covering the six township areas, enabling effective links to communities and schools where the focus had been on citizenship and antisocial behaviour. The detached youth project was a mobile service utilising a bus to travel into areas where anti-social behaviour was of concern, and provide diversionary and alternative activities. The parenting service was open to all parents/carers who had involvement in the YOT.

Strengths:

- (1) Bury had developed a range of targeted projects to divert children and young people from offending.
- (2) The inspection team examined 12 prevention cases and found that in all of them an Onset assessment had been undertaken, but only seven had been completed within reasonable timescales. All assessments had included an interview with the child or young person and parents/carers.
- (3) It was positive to see that referrals had come from a range of sources including parents/carers, schools and children's services teams, and that in most cases (75%) this had been followed up by direct contact with the referrer.
- (4) All children and young people had been invited to complete an *Over to you* questionnaire and all had been completed.
- (5) In most cases workers had assessed the RoH posed by the child or young person as correct.
- (6) Timely and purposeful home visits had been conducted for all the initial assessments and repeated where needed.
- (7) The best methods of working with children and young people had been identified in ten of the 12 cases viewed, using a combination of self-assessment, initial assessment and discussion with children and young people and parents/carers.

- (8) Workers demonstrated commitment to their work with children and young people and generally supported and motivated them throughout the intervention. There were some good examples of this in the case examinations.

Areas for improvement:

- (1) Criteria for inclusion to YISP had not always been followed, with there being a perception held by some staff that children and young people would be pushed into the YISP, rather than receiving mainstream services.
- (2) Checks had been made to children's social care services in only four of the 12 cases.
- (3) Diversity and potentially disadvantaging factors had been actively assessed in seven of the 12 cases. Where they had been identified, plans had been put in place to address issues.
- (4) Intervention plans usually addressed the likelihood of offending, but there were only two plans that addressed victim awareness work.
- (5) There had not been positive joint working between the YOT and children's services in all cases.
- (6) Four of the nine plans did not have a clear exit strategy nor were they time limited. The YOT's policy was for cases to be opened for a period between six weeks and six months, although the intervention plans did not always reflect this aim.
- (7) Each support worker held around six cases due to sickness levels within the YOT. Although they were dedicated to the support of children and young people, the YOT could not ensure that all staff had the relevant experience and skills for this additional role.
- (8) The YISP representative from education was the team EWO who could not offer mainstream services and this had presented problems where children and young people had unmet educational needs. Children's social care was represented by the FAST team (early intervention team) who were not perceived as offering extra support. It was of concern that these statutory partners, though present at the panels, were not able to facilitate or access relevant services.

2.2 General criterion:

The health of children and young people who are at risk of offending is promoted by the work of the YOT and its partners.

The availability of health services for children and young people was extensive and included provision for sexual, mental and physical health, and substance misuse. A well qualified and experienced grade 8 nurse led the health staff. They

were highly regarded by partner agencies. This leadership had ensured that children and young people had access to a wide range of services to meet assessed needs. The nurse was strategically placed to influence service development and commissioning and was a member of a range of groups including the Domestic Violence Forum and the Sexual Health Modernisation Group.

Strengths:

- (1) Children and young people with health needs had been actively supported in accessing appropriate services, with Tier 1 services being provided via the substance misuse worker and Tier 3 and 4 services by two projects 'Streetwise' and 'Early Break'. 'Streetwise' was a registered charity which was contracted to provide Tier 2 CAMHS interventions for children and young people. It worked closely with core CAMHS and the YOT to provide service delivery for those with identified needs. 'Early Break', a charity which covers Bury, Rochdale and East Lancashire, provided substance misuse services up to Tier 3 for children and young people who were involved with the YOT. These were provided by a worker based in the YOT but employed by the scheme. Next year the PCT is due to open a 12 bed unit which will provide Tier 4 services.
- (2) Bury had undertaken a review of access to CAMHS services provided by Pennine Care NHS Trust. Choice and Partnership Approach access to services had been developed by the PCT and had ensured access for all children and young people into CAHMS services within a maximum of 14 days.
- (3) Tier 4 mental health provision whilst not available in borough, could be commissioned by the PCT on a case-by-case basis from the independent sector. The PCT jointly commissioned the regional resources from Bolton, Salford & Trafford Mental Health Trust. Services were available to support children and young people in paediatric beds or in adult mental health provision. A new Bury based Tier 4 service had been planned and was under development.
- (4) The 'Ur health and U' programme, a ten week life skills programme originally developed within the YOT for children and young people who had offended, had been extended to enable all children and young people to access advice and information on a range of health issues.

Area for improvement:

- (1) Not all staff had fully implemented the training provided in respect of assessing children and young people's health (physical and mental) needs.

2.3 General criterion:

Children and young people who are at risk of offending are safeguarded through the work of the YOT and its partners, to contribute to the promotion of their welfare and, where applicable, their protection.

Strengths:

- (1) There was a lead member of staff for safeguarding within the YOT who had delivered training to staff.
- (2) Children's services had produced a thresholds document with service eligibility criteria which recognised the additional vulnerabilities of children and young people at risk of offending.

Areas for improvement:

- (1) Safeguarding practice was not embedded within the YOT, despite SLAs with children's services and the provision of training. A number of staff perceived that they were not supported by children's social care, that thresholds were unrealistic and high, and that they were expected to be the lead agency in cases that needed to be managed by others. However, this perception had arisen, with the result that some children and young people had been left unprotected. Staff did not have the information or knowledge to challenge situations.
- (2) Not all staff knew the processes for managing 'children in need' and 'children at risk' processes, resulting in plans which did not include protective factors. Minutes from strategy meetings had not always been received in a timely manner.
- (3) The interface with children's services did not contribute to accurate identification of information, meeting of children and young person's needs or joint working.
- (4) In three of the 12 prevention cases we assessed that vulnerability plans should have been produced, yet none had been completed. Without these plans children and young people had been left vulnerable and there was no clear understanding of how agencies should have been working together to protect and, where needed, put in protective measures to safeguard the individual.

2.4 General criterion:

Children and young people who are at risk of offending are enabled and encouraged to achieve their potential.

The YOT had a full-time seconded EWO whose role was to provide information and support to case managers on request. There was a limited resource from a

Connexions PA, who was funded for one day a week. The YOT had a learning mentor who provided specialist support to place and sustain the most disaffected children and young people into work, training or education.

Strengths:

- (1) Engagement of educational specialist workers at YISP panels ensured that there was increasingly accurate information being provided to the panel on the educational status of the child or young person.
- (2) From the 12 cases examined 11 children and young people were in full-time school or at suitable alternative placements.
- (3) There was help and support provided through the learning mentor for children and young people to achieve re-engagement in education.

Areas for improvement:

- (1) Assessments of children and young people's ETE needs by case managers had been inconsistent and carried out in a variable manner. The poorest assessments were based on partial information and deliberate non-contact with some education and training providers. Accuracy of information was not verified, and children and young people were not provided with the benefits of key agencies working together.
- (2) Intervention plans did not address educational issues adequately, interventions were not outcome focused or time limited.

Conclusion: These criteria are assessed as **inadequate**.

Work with children and young people who have offended

2.5 General criterion:
The YOT (or others on its behalf) undertake appropriate activities to prevent children and young people from reoffending.

The YOT was line managed by the Assistant Director of Partnerships and Preventions which, combined with learning and social care, made up Bury Children's Services. The YOT was co-located with youth services and Connexions. The ISSP was part of the West Manchester Cluster of YOTs consortium. Trafford YOT was the managing agent. The YOT had specific assigned workers, but could also get cover from other YOTs during holidays or illness.

Strengths:

- (1) Reports had been prepared for all children and young people subject to referral orders.
- (2) If issued with a final warning, children and young people were given an appointment to attend the YOT for assessment. If they did not attend the police officer would make tenacious attempts to track them down to achieve engagement.
- (3) Those working in the ISSP were a committed team who were proactive in seeking appropriate referrals. They had checked the court lists daily and met every child or young person who met the eligibility criteria. Assessments had been undertaken to meet report deadlines. A variety of agencies had been used to offer specific interventions to meet the needs of children and young people.
- (4) The ISSP specific interventions included offending behaviour sessions and life skills sessions. They were supported at weekends by experienced sessional staff who undertook reparation projects with the children and young people.

Areas for improvement:

- (1) Assets were completed in 35 of 37 cases, but only 23 of these were completed within the national timescale.
- (2) Assessments did not always draw on all available information, most notably there was a lack of checking information from education and social care.
- (3) We judged that initial Assets had been completed to a sufficient quality in only 40% of cases. Where they were insufficient they lacked detail and verification of information. Contact with children's social care and education providers was made in only 34% of cases. Although the completion rate for *What Do You Think?* was very high, it had only been made available to 61% of cases. Active assessment of potentially discriminating factors had not taken place in 42% of cases and attention had not been paid to individual needs in 47%.
- (4) The assessment of RoH had not been effectively undertaken within the YOT. Case examples evidenced underscoring and underestimation of risk that had led to low scoring of the Asset screening tool. As a result, not all the relevant cases had had a full RoH assessment. From the 35 cases that had been assessed, YOT staff identified four cases where a full assessment should have been undertaken. From the four, only two resulted in a full assessment and of these neither had a risk management plan. We judged that a further ten cases should have scored higher on the screening which would have led to a full assessment.
- (5) Bury had introduced a Risk Led Approach to case management that focused eligible cases to a multidisciplinary CPF. This had been chaired by an operational manager from the YOT, and was intended to include all relevant partners including children's services, housing and education. The CPF should

have resulted in detailed discussion to identify, assess and plan for risk including the production of a risk management plan. This forum had not been effectively implemented. The system relied on cases reaching a threshold indicated by a score from Asset. Due to the problems with underscoring, not all cases reached the CPF. When cases did reach the threshold, there were discussions about the case, of which the minutes showed that a great deal of information was known; however, risk management plans or effective interventions did not result. One of the key factors was that a representative from children's social care had not been in regular attendance and this had had a detrimental effect.

- (6) A timely home visit was undertaken in 53% of cases and repeated as needed. No home visit was carried out in one-third of the 30 cases.
- (7) 46% of intervention plans were judged as insufficient. They lacked clear objectives, sequenced interventions, interventions to address reoffending, victim awareness, staying safe and too few (58%) were reviewed when needed.
- (8) There was no clear effective practice in place when cases were transferred between areas or to probation. One case was raised as poor and required action even though the young person was out of the area. There was little evidence of liaison with others to effect a smooth and safe transfer of responsibility.

2.6 General criterion:

The health of children and young people who have offended is promoted by the work of the YOT.

The YOT had two specialist full-time, health workers who had developed a range of assessments and interventions to address health needs, including specific programmes, interventions and referral to appropriate agencies. They were well connected at a strategic level providing the means for YOT issues to be raised and resources to be allocated.

Strengths:

- (1) Health and substance misuse assessments had been carried out in line with Asset scores and within the appropriate recommended time frames. Where the issue of underscoring on Asset had caused a barrier to services, this had been raised with the YOT management team.
- (2) There was a programme in place specifically designed for children and young people who had parents/carers who were substance misusers. This was joint work with the adult substance misuse services and social care.
- (3) The development of the 'Ur health and U' programme within the YOT enabled all children and young people to access advice and information on a range of

health issues. This was a ten week life skills programme which addressed issues of cooking, healthy living and eating and sexual health.

- (4) Access to universal services for children and young people with health needs who had offended was actively supported by a range of measures including Tier 1 services via the substance misuse worker and Tier 3 and 4 services by workers seconded to the YOT from the 'Streetwise' and 'Early Break' projects.
- (5) The Choice and Partnership Approach access to services had been developed by the PCT and had ensured access for all children and young people into CAHMS services within a maximum of 14 days. This effective delivery system meant that children and young people who had offended could be seen in as little as two days and at the time of the inspection there were no waiting lists for appointments.
- (6) All children and young people who came into the YOT either via prevention or as a result of offending had access to a wide range of health services.
- (7) Diversity issues had been acknowledged with specific links between the YOT nurse and the Jewish Federation in South Bury, where a Jewish population of approximately 9,000 resided. This was in order to have an accurate picture of need within this community and to aid delivery of services.

Areas for improvement:

- (1) There were concerns with regard to the accuracy and appropriateness of Asset health assessments by YOT workers. The health providers had expressed frustrations that management within the YOT had not properly addressed these issues.
- (2) The substance misuse worker held a generic caseload which was not commensurate with her qualifications and specialist role.

2.7 General criterion:

Children and young people who have offended are safeguarded through the work of the YOT to contribute to the promotion of their welfare and, where applicable, their protection.

Strengths:

- (1) There was a lead member of staff for safeguarding within the YOT, who had delivered training to staff.
- (2) Children's services had produced a thresholds document with a service eligibility criteria which recognised the additional vulnerabilities of children and young people who had offended.

Areas for improvement:

- (1) There was an over-reliance on using previous checks from children's services instead of checking information at the start of a new order. New checks had been undertaken in only 17% of cases. The status of the child or young person was recorded in 70% of cases. It was of concern to find that of the 17 relevant cases, in only six had there been liaison between the YOT and children's social care.
- (2) Safeguarding was not accurately assessed in all cases. We noted 13 cases where, due to the vulnerability of the child or young person, a plan should have been produced but none were in place.
- (3) The YOT had identified safeguarding needs in five cases, and had made referrals to children's social care in three of these. The referral only led to effective interventions in one case. The inspection highlighted a number of other cases which needed a referral.
- (4) It was of concern to find two cases in the sample where children and young people had not attended final appointments, and the YOT had closed the cases without knowing their whereabouts. This happened despite clearly identified vulnerability issues.

2.8 General criterion:

Children and young people who have offended are enabled and encouraged to achieve their potential.

Strengths:

- (1) There was a system in place to assess the learning styles and basic skills needs of children and young people; however, this was not used widely enough.
- (2) Specialist education and Connexions workers showed a high level of commitment to their work with children and young people and were enthusiastic and persistent in their approach.
- (3) The YOT was well represented on the Pupil Placement Panel which ensured that children and young people being supervised by the YOT were returned to education within six days of exclusion.
- (4) The Connexions Activity Agreement was providing a useful route as preparation for employment for some young people.

Areas for improvement:

- (1) There was variable assessment of ETE needs by case managers and there had been no consistency in referral to EWO or Connexions to obtain accurate data on children and young people.
- (2) The work based learning provision for children and young people post-16 was limited in scope, with particular gaps in construction and motor vehicle training places.
- (3) Intervention planning for ETE by case managers was undertaken to variable quality. Some did not routinely engage the specialist skills of the ETE team to deliver effective work for children and young people.
- (4) Case managers did not routinely monitor the children and young people's participation in education or training.

Conclusion: These criteria are assessed as **inadequate**.

Work with parents/carers

2.9 General criterion:

Parents/carers are supported in addressing their children's antisocial and offending behaviour.

Parenting support had been made available to all parents/carers whether their children had come to the YOT as a result of offending. This had been offered via direct support and through the Living with Teenagers course which was run by NCH.

Strengths:

- (1) In most cases there had been effective use of home visits, and regular contact with parents/carers had taken place to ensure that they had been made aware of the requirements of interventions and progress made.
- (2) Parents/carers had been informed of the requirements of the interventions in 74% of cases in the sample.
- (3) There was active engagement of parents/carers in the supervision of their children in 74% of cases in the sample.
- (4) Parenting assessments had been completed on all the final warning cases.
- (5) Parents/carers undertaking programmes understood what was expected of them, and were very positive about the Living with Teenagers course. Programmes had been evaluated and the information used to improve the

service.

- (6) Parenting interventions were sensitive to needs, including the provision of a crèche to enable parents/carers to attend, the way in which fathers and other family members were supported to attend and in the use of a parent volunteer which enabled parents/carers with learning disabilities to undertake the programme.
- (7) Data from the case files showed that where the YOT had identified it should have been working directly with parents/carers, assessments were undertaken in the majority of cases and that interventions had been planned for.

Conclusion: This criterion is assessed as **adequate**.

Outcomes of work with children and young people in the community

2.10 General criterion:

The YOT promotes consultation with service users about the services they receive, and this information is used to improve outcomes.

Strengths:

- (1) ISSP actively sought and gained feedback directly from children and young people when they had completed their programmes. This was then used to improve the service provided.
- (2) Consultation had been undertaken with some of the faith based schools in the south of the borough. This work had involved community leaders and groups, and had been undertaken with sensitivity.
- (3) The extensive in-house evaluation of the Living with Teenagers course had resulted in changes to improve it.
- (4) Staff were able to demonstrate through interviews that they had sought the views of children and young people during their involvement and were able to provide insights from discussions held with them.
- (5) Bury Participation Strategy outlined policy and guidance for all services, including the YOT. This had encouraged the use of Viewpoint and the incorporation of children and young people's views into intervention planning.

2.11 General criterion:

The YOT demonstrates positive outcomes in its work with children and young people in the community.

Strengths:

- (1) Of those involved with preventative services, none had had any offending recorded since the start of the programme.
- (2) Evaluation of the work undertaken with parents/carers showed that the vast majority saw improvements to key areas of family life and in behaviour.
- (3) Case examples showed that some positive outcomes had been achieved. Where this had occurred it tended to be reliant on individual work which was sometimes unsupported by processes or robust structures.

Area for improvement:

- (1) Tracking progress was not easily completed within the YOT, due a number of factors which included Asset not always being recorded accurately or reviewed. Initial Asset scores were low and as there was little review, the scores could not be compared in order to show any impact of work undertaken.

Conclusion: These criteria are assessed as **adequate**.

3. WORK WITH CHILDREN AND YOUNG PEOPLE SUBJECT TO CUSTODIAL SENTENCES

3.1 General criterion:

The YOT (or others on its behalf), undertake appropriate activities during the custodial phase of the sentence to prevent children and young people from reoffending.

There were no secure establishments within the Bury area. Children and young people remanded or sentenced to custody were placed at Hindley or Lancaster Farm YOIs, in the north west, and a range of local authority secure children's homes, training units or YOIs across the North of England, the Midlands and South Wales.

Strengths:

- (1) Initial Assets had been completed in accordance with timescales in 91% of cases and there was evidence that specialist YOT staff had been actively involved with the preparation of these in 80%. Parents/carers had been supported to attend meetings and contribute to plans.
- (2) Diversity factors were identified and planned for by YOT staff in six of the 11 cases.
- (3) Where there had been positive, proactive and timely working between secure establishment staff and YOT staff, this was led by individuals rather than by robust and consistent practice. There were a few examples of good practice, demonstrating that some children and young people had been well supported and that risks had been effectively managed. Needs around substance misuse, mental health and ETE were generally well met during custody.
- (4) The Youth Offending Partnership had been established with a wide range of partners to ensure better support of transition of children and young people from custody to community. This group comprised of representatives from the YOT, Hindley YOI and the training and employment departments from the YOI. Through this group the LSC had been successfully lobbied to fund pre-E2E training programmes which had benefited Bury YOT children and young people.
- (5) Bury Connexions had been developing improved communication with YOI-based Connexions teams.
- (6) The frequency of contacts between the YOT and children and young people had met the YJB national standard in 80% of cases.

Areas for improvement:

- (1) Asset was not always completed fully. Contact with the child or young person, parents/carers and ETE providers did not always inform the assessment.
- (2) Attention was paid to the best methods of engaging with children and young people in only four from 11 cases.
- (3) The quality of work undertaken to assess RoH to others was poor. We judged that RoH screening was accurate in only five of the 11 cases. From the screening, nine relevant cases should have been subject to a full assessment, but of these only four had been undertaken.
- (4) Accommodation needs were not routinely met by the YOT and its partners, and was cited as a problem in the Evidence in Advance, during interviews and from data. YOT workers did assess and monitor housing needs and make referrals, but this rarely resulted in the provision of suitable accommodation. Although there had been some planned changes to the allocation systems for social housing, these had not yet begun to impact on the services for children and young people.
- (5) Specific vulnerabilities such as self-harm or suicide had not always been communicated to the custodial establishments. This was as a result of ineffective vulnerability screening and planning. Information was relayed in five from eight relevant cases.
- (6) Initial training plans varied in quality and content; 60% were completed within the timescale.
- (7) No risk management plans had been produced despite the clear need of them. In cases examined by the inspection team YOT staff were asked to produce plans in a number of specific cases. This included some that had been subject to MAPPAs. As part of the inspection three cases from the sample were referred to MAPPAs. YOT staff did not always appear to fully understand MAPPAs protocols or processes.
- (8) Where cases had been transferred into and out of Bury YOT, they generally lacked enough liaison to make the process effective. In one case it was not clear when the case had been transferred or if any information had been shared with the receiving borough. The transfer protocol between the Greater Manchester YOTs had not been effectively implemented.

3.2 General criterion:

Children and young people are safeguarded through the work of the YOT during the custodial phase of the sentence to contribute to the promotion of their welfare and, where applicable, their protection.

Strength:

- (1) The social care status of children and young people had been recorded in all cases.

Areas for improvement:

- (1) Safeguarding had not been fully and accurately assessed in all cases. The reasons for this were an underestimation of risks, lack of vulnerability planning and the ineffective use of the CPF.
- (2) There was little evidence of joint work between the YOT and children's services during the custodial phase of sentences. Whilst children and young people who were subject to a care order retained their status, Bury's procedure was to remove the Looked After Children status of those who were looked after on a voluntary basis (Section 20 The Children Act) when a child or young person went to custody. There was no apparent system utilised to ensure that Child in Need status was assessed or planned for.

3.3 General criterion:

The YOT (or others on its behalf), undertake appropriate activities during the community phase of the sentence, to prevent children and young people from reoffending.

Strengths:

- (1) Induction had been provided in the majority of cases, although it had occurred in a timely manner in only half of the cases.
- (2) In 75% of cases intervention plans had been reviewed within ten days of release.
- (3) In the majority of cases children and young people had received services in relation to substance misuse as part of intervention planning.
- (4) Diversity issues had been taken into consideration in 75% of the intervention plans.
- (5) Home visits had been undertaken and repeated as required.

- (6) Contacts with children and young people conformed to the national standard in 75% of cases, met safeguarding and RoH considerations in 63% and supported the achievement of the intervention plan in 88%.
- (7) Effective action had been taken to ensure compliance with orders in 80% of cases. YOT workers had dealt with breach issues effectively and had made consistent judgements about non-attendance.
- (8) Generally the YOT had worked with parents/carers to support reintegration into the community following their child's release.
- (9) YOT workers had demonstrated commitment to working with the child or young person in 88% of cases, and reinforced positive behaviour in 75% of cases.

Areas for improvement:

- (1) At the end of the DTO there had been no testing by the YOT for the basic skills levels of children and young people.
- (2) RoH had not been reviewed in the majority of cases, despite the expectation that it would have been reviewed after ten days, three months and following a significant change in circumstances.
- (3) Only half of the intervention plans for the community phase of sentences were judged to be of sufficient quality, routinely lacking review, update and clear objectives.
- (4) Individual learning plans started in custody had not routinely been continued in the community and educational information had not always been shared between the YOT and the secure establishment.
- (5) The needs of children and young people for community ETE had not been planned for from the start of the DTO and was particularly an issue in relation to short sentences.

3.4 General criterion:

The YOT demonstrates positive outcomes in its work with children and young people subject to custodial sentences.

Strengths:

- (1) There was evidence of some positive outcomes achieved for children and young people, including a reduction in factors linked to safeguarding in five of the six relevant cases.

- (2) In eight of nine relevant in the case sample the child or young person had not reoffended whilst under community supervision to the point of the inspection.
- (3) There had been a demonstrable positive change in attitudes and behaviour in seven of the nine cases.

Areas for improvement:

- (1) Accommodation had improved in only three of six cases.
- (2) 40% of children and young people had not complied with the requirements of the order, and in only one from nine cases was there any increased victim awareness.
- (3) The current Bury Youth Justice Plan 2007/2008 evidenced that neither targets for reducing the rate of custodial sentences nor secure remands had been achieved, both showed an increase against the previous year.

Conclusion: These criteria are assessed as **inadequate**.

4. VICTIMS AND RESTORATIVE JUSTICE

4.1 General criterion:

Victims of children and young people who have offended feel that they have been assisted by the intervention of the YOT in feeling safer and achieving closure.

Strengths:

- (1) The YOT had moved its victim work from a generic arrangement to a specialist post, and this had resulted in a consistent approach to work with victims and an improved performance on the YJB performance indicator target.
- (2) From the four questionnaires received, all victims stated that they were satisfied with the process and the support they had received. Importantly one respondent stated that *"the mediation meeting was very professional and I felt safe"*. Another stated that nothing could have been done better.
- (3) A system was in place to ensure that an initial check had been undertaken to assess the vulnerability and wishes of victims prior to contact with the child or young person.
- (4) Restorative justice options were varied and had included direct contact, mediation, letters and videos. Examples were given where victims had been able to nominate charity shops of their choice to benefit from restorative processes.
- (5) Indirect schemes focused on parks and support to groups for people with disabilities.
- (6) Exchange of information between the YOT and the police did not always provide victim information. Overall victim details were notified in 82% of cases.

Areas for improvement:

- (1) Victim impact statements and information had not always been used to inform the PSR. From the files examined there were 22 cases where victim information should have been part of the PSR but in only one case had this been undertaken.
- (2) There was little evidence of victim awareness work being undertaken between YOT staff and children and young people.

- (3) Victim safety was given appropriate consideration in 68% of relevant cases.
- (4) Victims had been invited to be part of restorative justice processes in 33% of cases.
- (5) Victim work was not undertaken in just over half of the relevant cases.

Conclusion: This criterion is assessed as **inadequate**.

5. MANAGEMENT AND LEADERSHIP

Leadership and planning

5.1 General criterion:

The Management Board works actively with others, including the YOT manager, in an integrated way to maximise the likelihood of improving outcomes for children and young people.

The YOT Management Board was formed in February 2007 following a decision to move out of the wider crime reduction partnership. The rationale was to focus more closely on the YOT's performance.

Strengths:

- (1) Following initial feedback after the first week of our inspection, the Board had actively begun to address issues raised, including widening the management group, making necessary MAPPA referrals, providing some oversight and consultation from children's social care and in beginning to review the quality of specific cases.
- (2) The police, courts, PCT, probation, partnership and prevention services were appropriately represented on the YOT Management Board.
- (3) The YOT Management Board had invited a statistician from the YJB to help members clearly understand targets and performance monitoring systems.
- (4) Remand in custody performance had been discussed in depth.
- (5) The Youth Justice Plan was represented in other key plans including the Children and Young People's Plan. However, this representation had not ensured that the needs of children and young people who had offended were always met.
- (6) Local diversity issues were well understood by the Board, who had access to a range of consultation and demographic information which had assisted in some planning.

Areas for improvement:

- (1) Children's social care had been asked to provide a service manager for the weekly CPF meetings at the YOT. However, it had felt that the meetings were not linked into other systems and had withdrawn. It intended to offer another way of contributing, but at the time of the inspection this had not happened.

- (2) There was no direct representative from children's social care on the YOT Management Board. Any issues raised at the Board about the interface between the YOT and social care were relayed back to the department through other members on the Board and tended to be dealt with as individual matters rather than strategic concerns.
- (3) Whilst the offending rates by Looked After Children had improved, there was no monitoring of this shared target by the Board.
- (4) Housing had not been effectively represented at Board level or at MAPPA.
- (5) Systems for the Board to assess the quality of work within the YOT had not been effective. There was an over-reliance on self-reporting from the YOT manager.

Partnership and resources

5.2 General criterion:

Partner organisations and the YOT work together effectively to protect the public, reduce antisocial and offending behaviour and deliver positive outcomes for children and young people.

Strengths:

- (1) There was a sustained contribution from the PCT, both at Board and operational, which had resulted in effective access to services for children and young people from the YOT.
- (2) Annually reviewed, up to date SLAs were in place with Connexions and children's services which effectively underpinned the working relationships with the YOT.
- (3) The YOT benefited from the provision of an experienced EWO, who received access to professional development from the education department.
- (4) Details of all children and young people who had received a reprimand had been forwarded to the YOT which had enabled the information to be used for planning.
- (5) The YOT had been adequately resourced with a police officer, but there were no formal arrangements to cover sickness or annual leave.

Areas for improvement:

- (1) There were no seconded social care staff in the YOT. The financial contribution was via a cash budget which did not appear to be monitored by the department in terms of the effectiveness of its use in meeting safeguarding needs.

- (2) The YOT did not have a social worker seconded from children's services on the team, to advise of current safeguarding practice. Where there had been good practice to keep children and young people safe, this was due to individual relationships and not due to robust multi-agency partnership working and embedded safeguarding practice.
- (3) Liaison and planning in relation to housing issues was not as effective as it needed to be to meet the accommodation needs of children and young people.
- (4) The YOT had been part of the LSCB and some of its subsidiary groups, but attendance had not been regular. A decision had been made to remove direct membership of both the LSCB and CYPP with representation coming instead from the Assistant Director (Prevention and Partnerships). The purpose of this change was to improve the management capacity within the YOT. This person also represented the youth service and Connexions. It was unclear at this early stage what the impact of this may be in terms of the YOT being integrated into these important strategic partnerships.
- (5) Liaison arrangements between the YOT and sentencers had not led to effective target setting around the use of PSRs or SSRs, and nor had it impacted positively on the remand in custody figures.
- (6) Court protocols required updating.

Staff supervision, development and training

5.3 General criterion:

Positive outcomes for children and young people are enhanced by effective staff.

For many years Bury YOT had had a stable and longstanding management team. In the past 12 months this had altered due to a number of factors including key staff leaving. The YOT had also been affected by a number of long-term absences.

Strengths:

- (1) The majority of YOT staff felt that their training and development needs were identified and provided for. They had been able to discuss development needs with their line managers during supervision sessions.
- (2) There was evidence that most staff demonstrated commitment to their roles and that they worked hard to achieve the best outcomes they could for children and young people.
- (3) Comprehensive policies and procedures were in place and staff were clear that they could access information.

- (4) All staff interviewed stated that they received supervision at least every six weeks. Supervision notes examined showed that discussions were recorded although actions required were not always tracked into practice.
- (5) According to staff the quality of supervision varied, with 17% stating that it was excellent, 67% it was sufficient, 11% insufficient and 6% that it was poor.
- (6) Inspection data showed that 72% of staff who were asked about their training and development thought that they had been met.
- (7) Over 80% of staff were subject to annual appraisal, however only half of these knew of the link to the business/youth justice plan.
- (8) There was evidence that most partnership workers received support and professional development from their funding agency.
- (9) CRBs had been undertaken on staff and volunteers, and renewed every three years.
- (10) Complaints were managed through the local authority complaints procedure.
- (11) The nurse received clinical supervision both from within the PCT and from a child psychologist located within the area.

Areas for improvement:

- (1) Not all staff were satisfied with the management arrangements for the YOT. 56% of staff rated these as sufficient. To the question '**Do managers model positive leadership behaviour?**', only 50% stated that this was sufficient, of the remainder 22% stated this was poor and 28% it was insufficient.
- (2) Supervision sessions did not always hold case managers to account and lacked elements of critical review of practice.
- (3) Not all policies had been effectively implemented including the CPF and liaison with education.
- (4) A number of staff had been trained in how to use CAF, but there was lack of clarity about how it would interface with the YOT.
- (5) Not all staff had a clear understanding about their roles. ETE staff roles were not sufficiently understood or valued by some case managers.
- (6) A costed development plan had not been produced, although staff had been provided with training, this had focused on the Risk Led Approach and other elements of training tailored to specific roles. In some areas of practice there had been a failure to ensure that training had been effectively incorporated into practice.

- (7) The YOT had been using some agency staff and it became evident that not all of these had received the support they had needed and had asked for.
- (8) The PO had not received supervision from the probation service at the intervals specified in the contract.
- (9) There was a need to review the job description of the police officer following a recent widening of the role which had included duties outside of the YOT.
- (10) Although capability, disciplinary and grievance procedures were in place, these were not always used effectively.

Conclusion: These criteria are assessed as **inadequate**.

Appendix 1: Contextual information

Area

Bury YOT was located in the Metropolitan Borough of Bury and, as a single YOT, covered the Bury local authority.

The area had a population of 180,608 as measured in the Census 2001, 11.3% of which were aged 10-17 years old. This was slightly higher than the average for England, which was 10.4%.

The population of Bury was predominantly White British 93.9%, the population with a black and minority ethnic heritage (6.1%) was significantly below the average for England of 8.7%.

Reported crime levels for children and young people aged 10-17 years old across the area at 57.7 per 1,000, were above the average for England of 53.

The proportion of Looked After Children aged ten and over sanctioned for an offence committed whilst Looked After was 6% in Bury which was below the average for England of 9%.

YOT

The YOT boundaries were co-terminus with those of Greater Manchester Probation Area and Greater Manchester Police. One PCT, Pennine Care Trust covered the Bury Area.

The Youth Justice Plan 2007/2008 showed that the YOT had 77 staff and 36 volunteers. 66.2% of staff were female and 7.7% had a black or minority ethnic heritage.

The work of the YOT was based in one main office located in the Seedfield/Walmersley area of Bury.

YJB performance data

The YJB summary of overall YOT performance available at the time of the inspection for the period to March 07 gave Bury a score of 3 on a scale where 5 is the maximum. This was similar the national and regional performance, but the same as comparable YOTs at 3.

Performance on reducing reoffending received a score of 2, which was slightly below that of all comparators.

Appendix 2: Inspection data

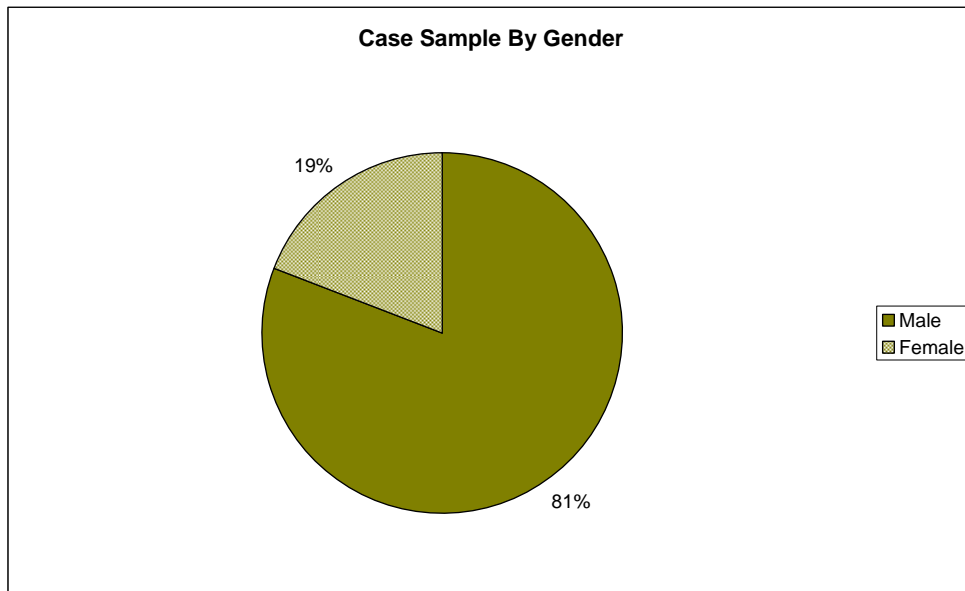
Fieldwork for this inspection was undertaken in December 2007 and during a contribution to the Bury Joint Area Review in February 2008.

The inspection consisted of:

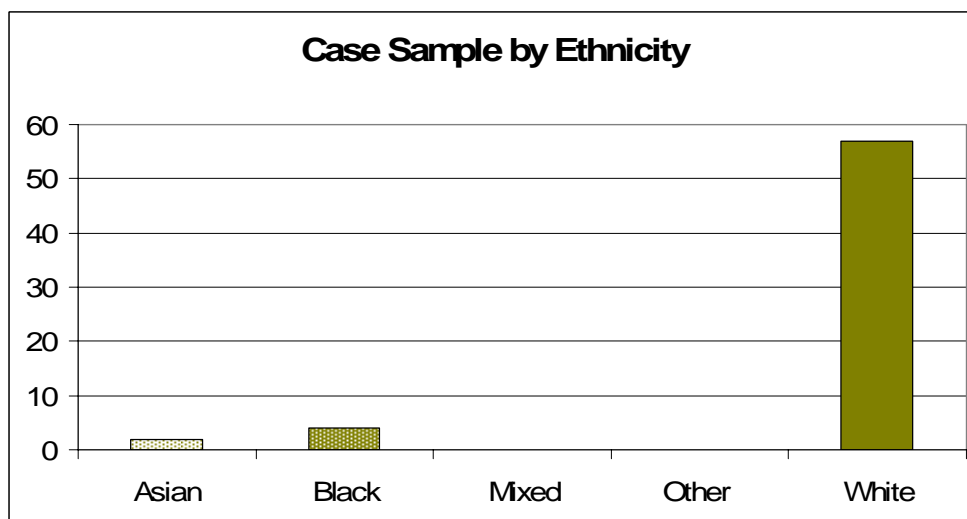
- ◇ evidence in advance
- ◇ examination of YJB performance data and assessments
- ◇ examination of practice in a sample of cases, normally in conjunction with the case manager or other representative, as follows:
 - 12 prevention files
 - 12 final warnings
 - 12 first tier penalties (referral orders, reparation orders)
 - 13 community sentences
 - ten custodial cases
- ◇ interviews and questionnaire responses from children and young people, parents/carers, and victims
- ◇ interviews with children and young people in custody
- ◇ meetings with staff, managers and partners.

Data charts

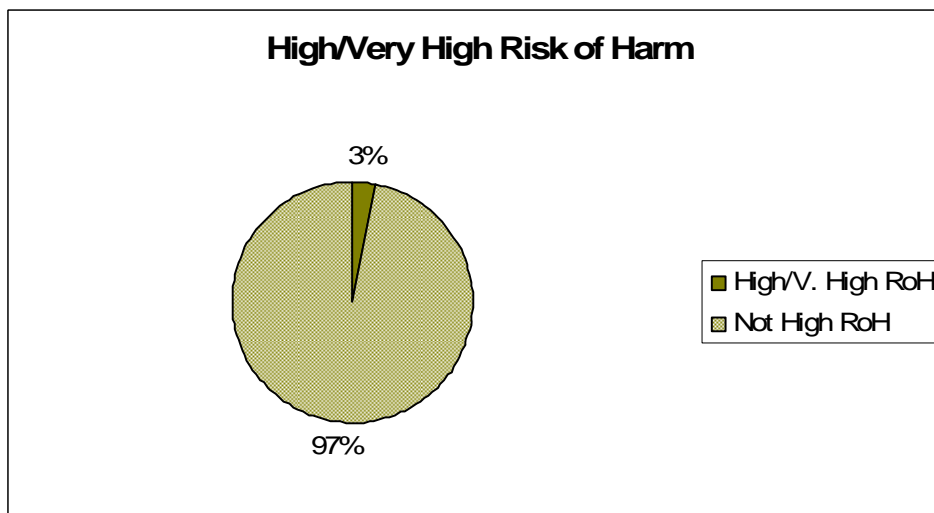
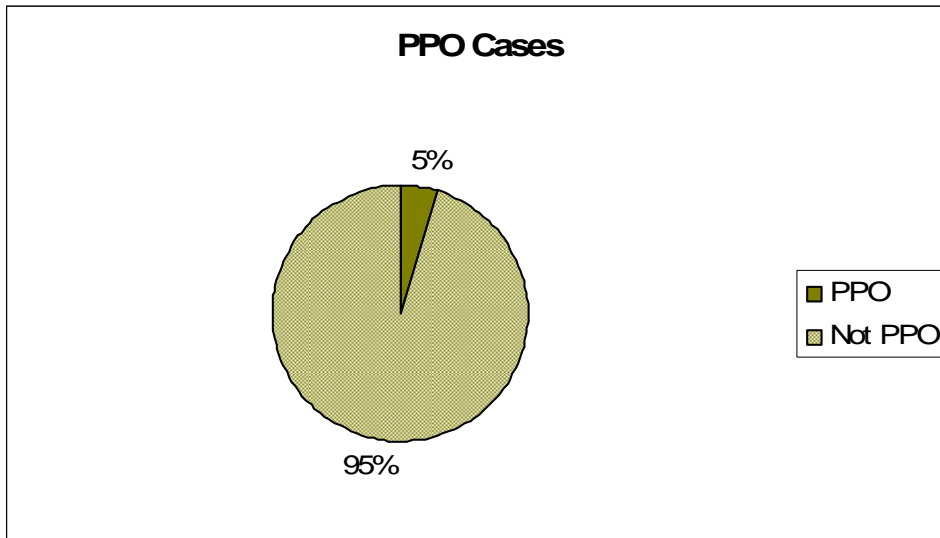
The chosen sample takes into consideration the percentage of girls or young women in contact with the YOT. A representative number is then included in the sample of cases.



The chosen sample takes into consideration the percentage of black and minority ethnic children or young people in contact with the YOT. A representative number is then included in the sample of cases.



The chosen sample includes a number of high risk of harm cases and ISSP/PPO cases. The numbers included depend on the size of the YOT/YOS involved, and range from six to 12 cases per sample.



Appendix 3: Joint inspection arrangements

The joint YOT inspection programme began in September 2003 and is the first full inspection programme to examine the work of the YOTs. It has been implemented over four phases, covering all YOTs in England and Wales over a five year period. From September 2005, the findings in England have contributed to the Joint Area Reviews of children's services (led by Ofsted) and the Corporate Assessment of local authority services (led by the Audit Commission).

Appendix 4: Role of HMI Probation and code of practice

HMI Probation is an independent Inspectorate, funded by the Ministry of Justice and reporting directly to the Secretary of State. Our purpose is to:

- report to the Secretary of State on the effectiveness of work with individual offenders, children and young people aimed at reducing reoffending and protecting the public, whoever undertakes this work under the auspices of the National Offender Management Service or the Youth Justice Board
- report on the effectiveness of the arrangements for this work, working with other Inspectorates as necessary
- contribute to improved performance by the organisations whose work we inspect
- contribute to sound policy and effective service delivery, especially in public protection, by providing advice and disseminating good practice, based on inspection findings, to Ministers, officials, managers and practitioners
- promote actively race equality and wider diversity issues, especially in the organisations whose work we inspect
- contribute to the overall effectiveness of the criminal justice system, particularly through joint work with other inspectorates.

HMI Probation aims to achieve its purpose and to meet the Government's principles for inspection in the public sector by:

- working in an honest, professional, fair and polite way
- reporting and publishing inspection findings and recommendations for improvement in good time and to a good standard
- promoting race equality and wider attention to diversity in all aspects of our work, including within our own employment practices and organisational processes
- for the organisations whose work we are inspecting, keeping to a minimum the amount of extra work arising as a result of the inspection process.

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
2nd Floor, Ashley House
2 Monck Street
London, SW1P 2BQ*

<http://www.inspectorates.justice.gov.uk/hmiprobation>