

NORTH YORKSHIRE COUNTY COUNCIL

YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE

18.02.11

CORE CASE INSPECTION OF YOUTH OFFENDING WORK

1.0 Purpose of Report

- 1.1 To inform Members of the outcome of the Core Case Inspection of Youth Offending Work in North Yorkshire, undertaken in October 2010 by HMI Probation. The inspection focussed on three aspects of work: Safeguarding, Likelihood of Re-offending, and Risk of Harm.
- 1.2 To share with Members the draft Improvement Plan to be submitted to HMI Probation by 23rd February 2011.

2.0 Recommendations

- 2.1 That Members note the report and draft improvement plan.

3.0 Background

- 3.1 North Yorkshire Youth Justice Service (YJS) was last inspected in July 2006. This inspection was the first of a new 3 year Inspection process led by HMIP and had a very different format and focus, the findings of which were originally to feed into the CAA. The report was published on 26.1.11.
- 3.2 In addition to Evidence in Advance, the inspection team examined a total of 62 cases, completed 2 hour interviews for each case with the responsible case manager, and issued questionnaires to young people and victims.
- 3.3 The service was judged on the extent to which three aspects of work were done to a sufficiently high level of quality:
- Safeguarding (*action to protect the young person*)
 - Reducing Risk of Harm to others (*action to protect the public*)
 - Likelihood of Re-offending (*individual less likely to re-offend*)
- 3.4 Each area was scored, indicating whether Minimum, Moderate, Substantial or Drastic improvement is required.

4.0 Judgements

| | Average scores from Wales & the English Regions inspected to date | Scores for North Yorkshire | Improvement Required in North Yorkshire |
|--|---|---------------------------------------|--|
| ‘Safeguarding’ Work | 67% | 80% | Minimum |
| ‘Risk of Harm to others’ work | 62% | 75% | Minimum |
| ‘Likelihood of Re-offending’ work | 69% | 77% | Minimum |

The draft report comments that HMI Probation “considers this a very credible set of findings”.

5.0 Improvement Plan

5.1 An improvement plan addressing recommendations in the report must be submitted to HMIP by 23.2.11 (four weeks after the publication of the inspection report on 26.1.11.)

5.2 Key recommendations centre on:

- The quality and timeliness of assessments and plans. A number of Assets were judged to be too long, lacked sufficient analysis, and did not adequately integrate with other plans.
- Intervention plans should set clearer goals in more cases and should ensure continuity between the intervention plan and various other plans produced to manage risk of harm or vulnerability.
- There was an optimistic bias in risk classification for some cases
- Management advice not always acted on or followed up.
- There should be fuller consideration of victim issues. This is already being addressed as part of a review of Victim Services within the team.

5.3 Strengths highlighted:

- Contributions to multi-agency meetings, including good use of MAPPA
- Engagement with parents and young people
- Analysis and management of risk
- Good quality, timely interventions overall
- Good liaison with custodial institutions and re-settlement planning
- Regular home visits, consistent with need and risk
- Appropriate enforcement in most cases

6.0 Conclusion

6.1 The outcome of the Inspection has exceeded expectations given the services’ significant resource and staffing shortfalls. Almost 50% of the staff interviewed were not the original responsible case manager over the period

of the intervention being inspected, and the team was struggling with significant staffing vacancies throughout the summer.

- 6.2 Credit lies with the staff, all of whom have worked exceptionally hard to achieve these well deserved results, reflecting progress achieved since the previous inspection in 2006.

7.0 Recommendations

- 7.1 That Members note the report and draft improvement plan.

Report prepared by:

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Date: 17.1.11

Background Documents: Core Case Inspection of Youth Offending Work in England and Wales. Report on Youth Offending Work in North Yorkshire. Available on www.justice.gov.uk/inspectorates/hmi-probation

Annexes: Inspection Improvement Plan



NORTH YORKSHIRE YJS IMPROVEMENT PLAN

Report Publication Date: 26.1.11

| Recommendation | What will be done? | Who will do it? | Timetable for completion: | Review date and progress: |
|---|---|-----------------------------|--|---|
| <p>1. A timely and good quality assessment and plan, using Asset, is completed when the case starts.</p> | <p>Asset training to be delivered for all appropriate staff, focussing on both content and analysis of Asset as well as risk and vulnerability. Training will re-enforce appropriate timescales for completion and review.</p> | <p>YJS Manager</p> | <p>31.1.11</p> | <p>Training booked for 20th & 21st Jan with a national trainer, co-facilitated by local managers as a means of 'training the trainers.'</p> |
| <p>2. Specifically, a timely and good quality assessment of the individual's vulnerability and <i>Risk of Harm to others</i> is completed at the start, as appropriate to the specific case</p> | <p>Training to be delivered as in 1. above which will include assessment of risk and vulnerability</p> <p>Seek to improve consistency of managerial oversight and completion of Case Allocation Meetings. This will include briefing Practice Managers & auditing case files.</p> | <p>YJS Service Managers</p> | <p>Ongoing, with a countywide file audit exercise undertaken by 30.6.11, focussing on timeliness & quality</p> | <p>Training booked for 20th & 21st Jan with a national trainer, co-facilitated by local managers as a means of 'training the trainers.'</p> |

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| <p>3. As a consequence of the assessment, the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm, to make them less likely to reoffend, and to minimise any identified <i>Risk of Harm to others</i></p> | <p>Intervention plans to contain SMART targets, with a particular focus within the team on improving Referral Order plans. Team training / briefings to be delivered, and intervention plans quality assured by line managers.</p> | <p>YJS Service Managers</p> | <p>Training / briefings to take place by 31.3.11. Line managers to quality assure casework in line with current procedure. To include in countywide file audit exercise undertaken by 30.6.11</p> | |
| <p>4. The plan of work with the case is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services</p> | <p>Asset training will re-enforce appropriate timescales for completion and review. Team training / briefings to be delivered Case files to be audited in line with current procedure</p> | <p>YJS Service Managers YJS Practice Managers</p> | <p>Training / briefings to take place by 31.3.11. Ongoing</p> | <p>Training booked for 20th & 21st Jan with a national trainer, co-facilitated by local managers as a means of 'training the trainers.'</p> |

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|---|--|---------------------------------|--|----------------------|
| <p>5. There is continuity between the intervention plan and the various other plans that are produced to manage any <i>Risk of Harm to others</i> or vulnerability issues as pertinent to the case</p> | <p>Team training / briefings to be delivered, and plans quality assured by line managers.</p> | <p>YJS Service Managers</p> | <p>Training / briefings to take place by 31.3.11. Line managers to quality assure in line with procedure. To include in countywide file audit exercise undertaken by 30.6.11</p> | |
| <p>6. There is evidence in the file of regular quality assurance by management as appropriate to the specific case, with follow up action where necessary to ensure that identified remedial action has been taken.</p> | <p>Quality assurance procedure and record of case discussion form were refreshed in March 2010. Line managers to ensure that actions identified are followed up.</p> | <p>YJS Practice Managers</p> | <p>Ongoing. To include in countywide file audit exercise undertaken by 30.6.11</p> | |
| <p>Name of person completing this plan: Lesley Ingleson</p> | | <p>Designation: YJS Manager</p> | | <p>Date: 16.2.11</p> |

This template is for guidance only - you are welcome to use your own template, or include these actions in other plans.