



Progress made by the Derby YOS against the 'Areas for Improvement' identified in the HMIP Full Inspection (June 2018)

9th September 2019

Introduction

Derby Youth Offending Service was inspected under the HM Inspectorate of Probation (HMIP) Youth Offending Service 'Arrow' Inspection Framework for a single agency inspection in June 2018.

Derby was **first local area** to be inspected under this framework, which was instigated in May 2018.

HMIP Inspection Report published 23 August 2018 with areas for improvement identified.

Derby YOS reported to the Scrutiny Board on the findings illustrated in the HMIP Inspection Report through a presentation made to the Board in October 2018.

This presentation specifically advises on the progress made against the 'Areas for Improvement' identified by the HMIP Inspection that were referred to the October 2018 Presentation

Inspection Criteria

1

Organisational Delivery

Leadership, Staff, Services, Information and Facilities.

2

Post-Court Cases

The supervision of children and young people subject to post-court disposals.

3

Out of Court Disposals

The supervision of children and young people subject to out-of-court disposals



Organisational Delivery

1

Many staff were not familiar with their own performance to improve the quality of their practice.

HMIP Case Style Audits are completed on a Quarterly basis:

- An overview of results are now routinely shared with all YOS Practitioners
- A detailed report on their own results is now routinely shared with practitioners whose cases were audited as is detailed feedback on areas of strength and development.

National Standards Performance data is now produced on a Monthly basis:

- Whole service NS compliance data is shared with the whole service at Monthly Team Meetings.
- Detailed reports on individual NS compliance data are shared with all Case Managers in Monthly One-to-One Supervision.
- Reports cannot be inserted here as they contain personally identifiable information, but include statistics to illustrate NS compliance in the following areas; i) Home Visits; ii) Contact Frequency; iii) Assessment completion; iv) Timeliness of Referral Order Panels.

YOS performance against Youth Justice Board Key Performance Indicators completed and shared on a Quarterly basis:

- Overview for whole year now shared routinely at year end YOS Team Away Days.
- Quarterly service data now shared routinely at YOS Team Meetings and then electronically.



Derby City Council

Organisational Delivery

1

Further work was needed to identify and minimise the impact of discrimination and disadvantage in the criminal justice system, especially for girls, and children and young people from a black and minority ethnic background.

Partnerships with Derby City Council 'New Communities Team' and 'Al Hurraya' mentoring service :

- Ongoing consultations with key partners to develop effective and culturally and ethnically sensitive community interventions which has led to work being commenced with a targeted group of BAME youths.
- Facilitated by newly created BAME and New Communities Champions established within the YOS.

Partnership with Remedi Restorative Justice Service re-focused to include group interventions designed specifically for females:

- e.g. Restorative Action Project (RAP) model to deliver group work with female offenders on topics they selected as relevant to them, which led to the 'Period Poverty' RAP whereby female offenders engaged commercial entities in providing sanitary products for females to avoid disadvantage due to reliance on sanitary products.

Partnership with Nottingham Trent University established to inform work with minority groups:

- Collaboration has thus far resulted in a small group of BAME youths consenting to participate in a tour of the 'Halls of Justice' and engaging in a University lecture & seminar where they were the 'guest experts' on the personal experiences of having a 'criminal identity' and being BAME.
- Further collaboration is planned to develop inclusion in research and academic activities for female offenders.

Derby YOS represented on the Lammy Report Task & Finish Group (commenced July 2019)

- Remit to address Disproportionality across all justice services. Early stages but potentially far-reaching influence.



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Organisational Delivery

1

Staff sickness absence, although well managed, caused disruption to casework, reallocation caused gaps in practice oversight, e.g. reviewing the effectiveness of work with a child or young person.

Use of the 'MyFirstCare' absence management system and associated tools is now fully embedded within the YOS following training delivered by the HR Attendance Management Team and close, case-specific work, being completed with a designated YOS HR Liaison, resulting in:

- Return to work interviews to review considerations that support staff to avoid sickness completed in 100% of absences
- All staff that have hit an attendance management 'trigger' being made subject to informal (and formal where appropriate) attendance management processes that have resulted in one long-term absentee moving on from the service and no current long-term sickness absences.

Management Oversight embedded and audited:

- Management Oversight, including in cases that must be handed over to a new worker due to sickness absence, is audited on a bi-annual basis and significant improvement can be evidenced:

3/10/18	Manager A	Needs Improvement	Needs Improvement
	Manager B	Needs Improvement	Needs Improvement
	Manager C	Outstanding	Good

17/6/19	Manager A	Good	Needs Improvement
	Manager B	Outstanding	Good
	Manager C	Outstanding	Outstanding



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Post-Court Cases

2

- i) Planning and reviewing of risk of harm factors were variable.
- ii) Safety and wellbeing of children and young people and risk of harm to victims were sometimes underestimated.

Training delivered by YJB Accredited 'Train the Trainer' to improve YOS Practitioner competence in Risk and Safety assessment and management:

- 10/7/18 SMART Planning in AssetPlus
- 29/10/18 Future Behaviours and Risk of Serious Harm in AssetPlus

YOS High Risk Strategy reviewed to ensure total coverage of all cases where Safety & Well-being Concerns and/or Risk of Serious Harm is 'Medium' or higher under at least one Manager-chaired Risk Management Forum:

- Initially reviewed in December 2018 and subsequently reviewed in February 2019 and April 2019
- All young offenders now subject to one of the following when RoSH is 'medium' or higher:
 - Intervention Planning Clinic (IPC) – Medium
 - Risk, Safety and Well-being Strategy Meeting (RSM) – Medium (discretionary) and higher
 - Custody Scrutiny Panel (CSP) – Risk of custody cases
 - Multi Agency Public Protection Arrangements (MAPPA) – subject to referral criteria
- In all of the forums above a standardised template is used which includes a section for focused discussion on risk and safety assessment levels to support the practitioners' assessment (examples below)



Post-Court Cases

2

- i) Planning and reviewing of risk of harm factors were variable.
- ii) Safety and wellbeing of children and young people and risk of harm to victims were sometimes underestimated (cont.)

Remedi (Subcontracted partner to Derby YOS) have delivered work to support young victims of crime:

- Remedi now produce Case Studies of effective Victim Work to inform future practice:
- The 'Got Your Back' programme has been instigated with further work planned, including the dissemination on a variety of media of a video to advertise the service that was written, storyboarded, directed, acted and edited by young offenders under the supervision of Derby YOS
- 'Got Your Back' represents an innovative way of delivering victim awareness intervention with young offenders while also giving them the platform to support victims of crime:

Barriers to effective Victim Support have been identified and surmounted through negotiation and co-work between Remedi, YOS and the office of the Police Crime Commissioner:

- Poor recording of 188s (Police records of reported crimes that request Victim consent to receiving support from Victim Services) has historically prevented access to victims to offer support
- While still in its infancy, the new process resulted in 100% of victims of offences whose perpetrators were supervised by Derby YOS under orders commencing in April 2019 being contacted and 2/3rds of Victims expressing interest in Restorative Justice whereby their wishes could be elicited.

Uniformity of recording regarding work that focuses on and/or includes victims agreed:

- The new recording methods will enhance YOS' ability to produce reports on victim work that will enable us to track it across the coming year (2019-20)



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Post-Court Cases

2

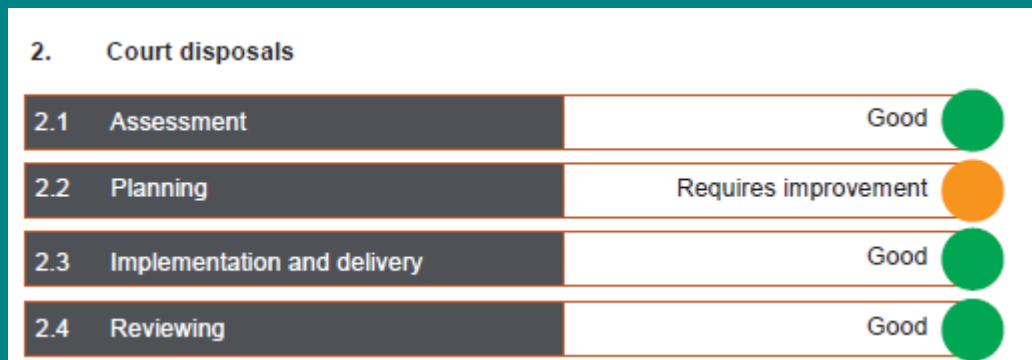
- i) Planning and reviewing of risk of harm factors were variable.
- ii) Safety and wellbeing of children and young people and risk of harm to victims were sometimes underestimated (cont.)

HMIP Style Case Audits completed Quarterly to scrutinise case management :

- Significant improvements in the quality of assessment, including regarding risk and safety, in Post-Court cases can be evidenced through the most recently completed Audit:

Standard	Score	Score as Percentage (to nearest %)	HMIP Rating
2.1 ASSESSMENT	73 / 84	87%	Outstanding
2.2 PLANNING	68.5 / 86	80%	Outstanding
2.3 IMPLEMENTATION AND DELIVERY	36.5 / 44	83%	Outstanding
2.4 REVIEWING	29.5 / 39	76%	Good
OVERALL SCORE	296.5 / 416	82%	Outstanding

Compared to the findings of the HMIP Full Inspection of Derby YOS (June 2018):



Post-Court Cases

2

Variability of the quality of work was not understood by team leaders.

Management Oversight & Quality Assurance Strategy revised:

- Revised in July 2018 in response to the HMIP Inspection and again in January 2019 and July 2019
- Revisions designed to facilitate uniformity in YOS management with respect to quality of work issues

Management Oversight & Quality Assurance Tools revised:

- Revised tools include guidance on the completion of QA (e.g. PSR, AssetPlus), Audits (e.g. Management Oversight, HMIP Style Case Audit).
- Revisions include clear guidance on process (where applicable) and content:

HMIP Style Case Audits provide quarterly report on specific cases (see previous slide)

- To scrutinize casework quality across the service in between HMIP Inspections using the same format and guidance as the HMIP Inspectors.

National Standards audits completed with all practitioners every Quarter

- Uniform template ensures consistency
- Enhances YOS Management responsiveness to substandard practice so remedial training or actions can be designated.



Out of Court Disposals

3

Assessment of safeguarding and vulnerability often underestimated risks or were not completed at all.

AssetPlus Assessment & Planning Framework now adopted at *all* levels of intervention (i.e. Prevention, Out of Court, Post Court)

- AssetPlus has replaced bespoke short-form assessment and planning tools employed in Out of Court and Prevention cases.

A mix of Pre- and Post-Court cases on *all* practitioners workloads

- Allocation based increasingly on complexity and decreasingly on 'level' of disposal.

Training delivered by YJB Accredited 'Train the Trainer' to improve YOS Practitioner competence in Risk and Safety assessment and management extended to *all* practitioners (i.e. including practitioners supervising pre-court disposal):

- 10/7/18 SMART Planning in AssetPlus.
- 29/10/18 Future Behaviours and Risk of Serious Harm in AssetPlus.



SMART Planning



FB & RoSH

Pre-Court Panel Chaired by YOS Manager and now supported by various specialists

- to assist in the early assessment of risk and safety issues prior to allocation.
- Case History checks on multiple systems inform risk & safety assessment *prior to pre-court panel* (e.g. Youth Justice 'ChildView', Social Care 'Liquid Logic', Education 'Synergy', Police 'PNC').



Out of Court Disposals

3

Planning and service delivery did not always specify the actions needed to manage risk or how to promote children and young people's safety.

YOS Risk & Safety Management Forums explicitly extended to include young offenders subject to Out of Court disposals:

- See slide 7 (Post Court Cases) for details of 'High Risk Policy' and the various manager-chaired risk and safety management forums and the intended additionality regarding case management.

Pre-Court Panel Chaired by YOS Manager and now supported by various specialists

- to consider whole family holistically and plan provision of services from YOS and partner agencies in the voluntary and statutory sectors, in accordance with practice for post-court disposals.
- Feedback from practitioners indicated that they needed support to effectively assess *and* plan with their service-users in the 3 month period of a Youth Conditional Caution (principle Out of Court disposal) so Pre-Court Lead for YOS devised a new system whereby key information and intel is gathered and key partners consider additional service-provision *prior* to case allocation so allocated YOS Practitioners have a 'head start' that is informed by specialists.



Out of Court Disposals

3





Evidence of improvement in Out of Court Disposal Assessment & Planning

HMIP Style Case Audits completed Quarterly:

- A baseline HMIP Style Case Audit was completed on cases randomly selected from the same period as the HMIP Full Inspection of Derby YOS (June 2018) to test the reliability of the Derby YOS HMIP Style Case Audit.
- The results of the baseline audit were remarkably similar to the findings of the HMIP Inspection, indicating strong reliability:

Standard	Score	Score as Percentage (to nearest %)	HMIP Rating
3.1 ASSESSMENT	44 / 95	46%	Inadequate
3.2 PLANNING	28 / 70	40%	Inadequate
3.3 IMPLEMENTATION AND DELIVERY	30 / 55	55%	Requires Improvement
3.4 JOINT WORKING	33 / 40	83%	Outstanding
OVERALL SCORE	135 / 260	52%	Requires Improvement

Compared to the findings of the HMIP Full Inspection of Derby YOS (June 2018):

3. Out-of-court disposals	
3.1 Assessment	Inadequate 
3.2 Planning	Requires improvement 
3.3 Implementation and delivery	Requires improvement 
3.4 Joint working	Outstanding 

Out of Court Disposals

3

Evidence of improvement in Out of Court Disposal Assessment & Planning (cont.)

HMIP Style Case Audits completed Quarterly:

- Significant improvements in the quality of assessment and planning in Out of Court Disposals can be evidenced through the Audit completed on work completed in the 6 months *post*-Inspection:

Standard	Score	Score as Percentage (to nearest %)	HMIP Rating
3.1 ASSESSMENT	102.5 / 152	67%	Good
3.2 PLANNING	74 / 112	66%	Good
3.3 IMPLEMENTATION AND DELIVERY	68 / 88	77%	Good
3.4 JOINT WORKING	52 / 64	81%	Outstanding
OVERALL SCORE	296.5 / 416	71%	Good

Compared to the findings of the HMIP Full Inspection of Derby YOS (June 2018):

3. Out-of-court disposals		
3.1 Assessment	Inadequate	
3.2 Planning	Requires improvement	
3.3 Implementation and delivery	Requires improvement	
3.4 Joint working	Outstanding	



Thank you