



Inspection of
Youth
Offending

Archwilio Rhaglen Troseddwyr Ifanc



Arolygiad ar y Cyd Cyfiawnder Troseddol

Core Case Inspection of youth offending work in England and Wales

Report on youth offending
work in:

Solihull

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Foreword

This Core Case Inspection of youth offending work in Solihull took place as part of the Inspection of Youth Offending programme. We have examined a representative sample of youth offending cases from the area, and have judged how often the Public Protection and the Safeguarding aspects of the work were done to a sufficiently high level of quality.

We judged that the Safeguarding aspects of the work were done well enough 82% of the time. With the Public Protection aspects, work to keep to a minimum each individual's *Risk of Harm to others* was done well enough 77% of the time, and the work to make each individual less likely to reoffend was done well enough 74% of the time. A more detailed analysis of our findings is provided in the main body of this report, and summarised in a table in Appendix 1. These figures can be viewed in the context of our findings from Wales and the regions of England inspected so far – see the Table below.

Overall, we consider this a creditable set of findings. Staff and managers were committed to improving the quality of their work and had made substantial progress over the period preceding the inspection. Implementation of the findings from this inspection should lead to further improvements and provide good prospects for the continued success of Solihull YOS.

Andrew Bridges
HM Chief Inspector of Probation

May 2011

	Scores from Wales and the English regions that have been inspected to date			Scores for Solihull
	Lowest	Highest	Average	
'Safeguarding' work <i>(action to protect the young person)</i>	37%	91%	67%	82%
'Risk of Harm to others' work <i>(action to protect the public)</i>	36%	85%	62%	77%
'Likelihood of Reoffending' work <i>(individual less likely to reoffend)</i>	43%	87%	70%	74%

Acknowledgements

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Contents

	Page
Acknowledgements	4
Scoring – and Summary Table	6
Recommendations	7
Next steps	7
Service users' perspective	8
Sharing good practice	9
1. ASSESSMENT AND SENTENCE PLANNING	10
1.1 Risk of Harm to others (RoH)	10
1.2 Likelihood of Reoffending (LoR)	11
1.3 Safeguarding	14
2. DELIVERY AND REVIEW OF INTERVENTIONS	16
2.1 Protecting the public by minimising Risk of Harm to others	16
2.2 Reducing the Likelihood of Reoffending	17
2.3 Safeguarding the child or young person	18
3. OUTCOMES	20
3.1 Achievement of outcomes	20
3.2 Sustaining outcomes	21
Appendix 1: Summary	22
Appendix 2: Contextual information	23
Appendix 3a: Inspection data chart	24
Appendix 3b: Inspection data	25
Appendix 4: Role of HMI Probation and Code of Practice	25
Appendix 5: Glossary	26

Scoring – and Summary Table

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

<i>Safeguarding score:</i>	
This score indicates the percentage of <i>Safeguarding</i> work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
<i>Score:</i> 82%	<i>Comment:</i> <i>MINIMUM improvement required</i>

<i>Public Protection – Risk of Harm score:</i>	
This score indicates the percentage of Risk of Harm work that we judged to have met a sufficiently high level of quality. This score is significant in helping us to decide whether an early further inspection is needed.	
<i>Score:</i> 77%	<i>Comment:</i> <i>MINIMUM improvement required</i>

<i>Public Protection - Likelihood of Reoffending score:</i>	
This score indicates the percentage of Likelihood of Reoffending work that we judged to have met a sufficiently high level of quality.	
<i>Score:</i> 74%	<i>Comment:</i> <i>MODERATE improvement required</i>

We advise readers of reports not to attempt close comparisons of scores between individual areas. Such comparisons are not necessarily valid as the sizes of samples vary slightly, as does the profile of cases included in each area’s sample. We believe the scoring is best seen as a headline summary of what we have found in an individual area, and providing a focus for future improvement work within that area. Overall our inspection findings provide the ‘best available’ means of measuring, for example, how often each individual’s *Risk of Harm to others* is being kept to a minimum. It is never possible to eliminate completely Risk of Harm to the public, and a catastrophic event can happen anywhere at any time – nevertheless a ‘high’ *RoH* score in one inspected location indicates that it is less likely to happen there than in a location where there has been a ‘low’ *RoH* inspection score. In particular, a high *RoH* score indicates that usually practitioners are ‘doing all they reasonably can’ to minimise such risks to the public, in our judgement, even though there can never be a guarantee of success in every single case.

Recommendations (primary responsibility is indicated in brackets)

Changes are necessary to ensure that, in a higher proportion of cases:

- (1) a timely and good quality assessment and plan, using Asset, is completed when the case starts. These should reflect the response of the child or young person to the sentence, along with their views (Interim Head of Integrated Youth Support Services)
- (2) specifically, a timely and good quality assessment of the individual's vulnerability and *Risk of Harm to others* is completed at the start, as appropriate to the specific case. (Interim Head of Integrated Youth Support Services)
- (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 *Risk of Harm to others* (Interim Head of Integrated Youth Support Services)
- (4) the assessment and plan of work with the case is regularly reviewed and correctly recorded with a frequency consistent with national standards for youth offending services (Interim Head of Integrated Youth Support Services)
- (5) there is evidence of regular oversight by management that is effective, especially of screening decisions and plans to manage *Risk of Harm to others* and vulnerability, as appropriate to the specific case (Interim Head of Integrated Youth Support Services).

Furthermore:

- (6) assessments and plans in custodial cases should reflect and, as appropriate to the specific case, address the likelihood of reoffending, *Risk of Harm to others* and vulnerability in the community as well as in custody (Interim Head of Integrated Youth Support Services).

Next steps

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

Service users' perspective

Children and young people

Ten children and young people completed a questionnaire for the inspection. All were 16 years of age or older.

- ◇ Nine children and young people knew what a referral order contract or supervision plan was. All except one said their YOS worker had discussed it with them. However, only one of the three on a referral order said they had been given a copy to keep.
- ◇ Three of the eight who had been coming to the YOS for long enough said their plan had not been reviewed.
- ◇ All children and young people knew why they had to come to the YOS, felt that YOS staff were really interested in helping them, listened to what they had to say and took action to deal with things that they needed help with.
- ◇ Most said that staff made it easy for them to understand how the YOS could help. Many commented that things were explained clearly.
- ◇ Eight received help with college or training, and said things had improved. One wrote *"I got onto a college course...the sessions with my worker helped me understand more and become more grown up"*.
- ◇ Seven received help to address their drug use and half felt that the YOS had helped them to understand their offending better. One wrote *"not smoking cannabis that often has made me think more about the consequences of offending and what will happen if I reoffend again"*.
- ◇ Six said their life was better as a result of their work with the YOS, including all four who disclosed a learning or behaviour related disability.
- ◇ All except one said they were less likely to offend.
- ◇ One suggested the following idea for improving the service *"they should have young people who have already been through the YOT and changed their lives round come in and talk to [us]"*.

Victims

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

- ◇ Three said their individual needs had been taken into account, and they had the chance to talk about worries that they had following the offence.
- ◇ The two victims who had been worried about their safety said that the YOS paid sufficient attention to their concerns.
- ◇ When asked how satisfied they were with the work of the YOS, three were largely or completely satisfied.

Sharing good practice

Below are some examples of good practice we found in the YOS.

Assessment and Sentence Planning

General Criterion:
1.2d

Jo's Attention Deficit Hyperactivity Disorder (ADHD) was linked to his offending and also made him vulnerable. The case manager acknowledged both aspects in these objectives: *'To help me continue to manage the effects of my ADHD...To ensure its impact on my life becomes less and less...To develop greater awareness of how actions and words can affect others...To reinforce my ability to manage anger and raise my expectations, so that I demand more restraint of myself'*.

Delivery and Review of Interventions

General Criterion:
2.2a

Lee's mother and father had an aggressive relationship. Their involvement in custodial planning, and addressing the family relationships, was essential to reducing the likelihood of further offending. The case manager arranged with the custodial institution for the parents to enter and be escorted to meetings separately, and be kept separate in the room.

Delivery and Review of Interventions

General Criterion:
1.2i, 2.1a & 2.2d

Jason wanted to live with his mother in a nearby authority following release on licence. He had a history of violence but a positive relationship with his case manager. The two YOSs worked together with Jason to agree how his licence should be managed, focusing particularly on risk management. As a result, Solihull YOT delivered the first month of ISS, whilst the viability of the placement and plan was monitored. It then continued to deliver one day of ISS per week, working on engagement and compliance. The remainder, and substantive interventions, was delivered by the other YOS. Jason did not reoffend. He settled safely into college and then obtained supported accommodation.

Outcomes

General Criterion:
3.2a

Towards the end of Jane's order the case manager discussed with her the progress she had made, reinforced her positive ambitions for the future and identified areas of support needed to help her avoid further offending. The case manager wrote this work up into a transition plan for Jane. She also included it in the 'any other relevant information' section of the final Asset assessment. This was an imaginative and helpful way of recording the exit strategy.

All names have been altered.

1. ASSESSMENT AND SENTENCE PLANNING

1.1 Risk of Harm to others (RoH):

General Criterion:

The assessment of RoH is comprehensive, accurate and timely, takes victims' issues into account and uses Asset and other relevant assessment tools. Plans are in place to manage RoH.

Score:

83%

Comment:

MINIMUM improvement required

Strengths:

- (1) An Asset RoSH screening was completed in all cases. All were timely and the great majority were accurate.
- (2) An RoSH assessment had then been completed in all except one case where required. Three-quarters of the assessments were of sufficient quality and drew adequately on all available information.
- (3) We judged that the initial RoSH classification was appropriate in all except two cases.
- (4) An RMP was produced at the start of sentence in the great majority of cases assessed by the YOS as medium or higher RoSH. Over three-quarters of these were timely.
- (5) In most cases without an RMP, but with evidence of an increased *RoH*, the need to plan for *RoH* issues had been both recognised and acted upon.
- (6) Four cases met the criteria for MAPPAs. All except one had been notified to the MAPPAs coordinator. The initial MAPPAs level was appropriate in all cases.
- (7) Details of the RoSH assessment and management had been appropriately communicated to all relevant staff and agencies in the great majority of cases where required.
- (8) Management oversight of the RoSH assessment was effective in just over three-quarters of cases.

Areas for improvement:

- (1) There was confusion about the assessment of *RoH* in custodial cases. Neither assessment nor planning gave sufficient weight, during the custodial phase,

to the *RoH* that would be posed by the child or young person in the community.

- (2) Half the relevant cases did not include an RMP of sufficient quality. The most common reasons were that roles and responsibilities were not clear, and the planned response was unclear or inadequate. Many plans were presented as long lists, some aspects of which were unrelated to *RoH* and to the particular circumstances of the child or young person. Their purpose was therefore confused and they did not form a clear and coherent plan to manage *RoH*.
- (3) Management oversight of the RMP was ineffective in over half the cases. The most common reason was that inadequate plans were countersigned.

1.2 Likelihood of Reoffending:	
<p>General Criterion:</p> <p><i>The assessment of the LoR is comprehensive, accurate and timely and uses Asset and other relevant assessment tools. Plans are in place to reduce LoR.</i></p>	
<p>Score:</p> <p>73%</p>	<p>Comment:</p> <p>MODERATE improvement required</p>

Strengths:

- (1) An initial assessment of LoR was completed in the great majority of cases. Almost all were timely.
- (2) There was active engagement with the child or young person in most cases, when carrying out the initial assessment. A *What do you think?* self-assessment had been completed in almost three-quarters of cases.
- (3) Almost all relevant cases included active engagement with the parents/carers when carrying out the initial assessment.
- (4) Initial assessments were well informed by information from other agencies: in particular by the police, ETE providers, substance misuse services, ASB teams and emotional or mental health services. Information from children's social care or physical health services and other relevant agencies was also reflected in well over three-quarters of assessments.
- (5) The health sections of the Asset assessment were completed by health specialists following a triage assessment. As a consequence, these sections contained robust and valuable evidence.
- (6) In relevant cases an extract from the notes of neighbourhood ASB meetings was included in the assessment.

- (7) Police callouts relating to either the address of the offender or other residents at the address were routinely checked at the start of orders. This provided valuable intelligence to inform the initial assessment.
- (8) In many cases the Asset assessment included a clear explanation in each section that linked the evidence with the LoR.
- (9) All custodial cases included a custodial sentence plan that had been completed on time.
- (10) An initial community intervention plan or referral order contract was produced in all except two cases. The overwhelming majority of these were timely.
- (11) Thinking and behaviour was included in all relevant community intervention plans or referral order contracts. Attitudes to offending, lifestyle, emotional or mental health, substance misuse, ETE and neighbourhood needs were each included in over three-quarters of relevant plans.
- (12) Plans reflected the purpose of the sentence and set realistic goals in well over three-quarters of cases.
- (13) Well over three-quarters of plans included appropriate Safeguarding objectives. Victim's issues were reflected in most community plans.
- (14) Relevant external agencies were actively and meaningfully involved in the planning process throughout the great majority of cases.
- (15) YOS workers had been actively and meaningfully involved throughout the custodial planning process in all except one case.
- (16) All except one custodial intervention plan was reviewed at appropriate intervals.

Areas for improvement:

- (1) Cases did not always include an initial assessment of sufficient quality. Whilst assessments completed before sentence were often good, there was then insufficient evidence of the assessment being updated to reflect the child or young person's response following sentence. In some cases the current offence was not reflected in the assessment.
- (2) On many occasions, there was so much detail included in the assessment that it was difficult to identify the salient points of the analysis.
- (3) In custodial cases, the case manager sometimes scored the assessment down solely because the opportunity had been temporarily removed for the child or young person to exhibit particular behaviours. This was incorrect.
- (4) In half the cases, the case manager had not assessed and, where relevant, recorded the learning style of the child or young person on the case record.
- (5) Only just over one-third of initial assessments for children and young people subject to custodial sentences reflected information received from the custodial institution.

- (6) Half the assessments and only just over half the community intervention plans or referral order contracts were reviewed at appropriate intervals.
- (7) Custodial sentence plans did not sufficiently address the factors that had been identified in the Asset assessment as being linked to offending. They focused on the needs of the custodial establishment, Safeguarding and well-being. They were not plans for the whole sentence and were limited by interventions that, although available within the institution, were not always priorities for the particular case. In one example of a child or young person assessed as High RoSH, Release on Temporary Licence (ROTL) was inappropriately approved. In this case, the sentence plan did not sufficiently focus on offending-related needs, nor was it cross-referenced with the RMP. As a result, ROTL was granted despite the concerns of the case manager. This was because good progress had been made on an inadequate sentence plan.
- (8) About one-third of community intervention plans and referral order contracts did not sufficiently address factors that had been identified in the Asset assessment as being linked to offending. The needs most likely to be missed from plans related to living arrangements, family or personal relationships and physical health. Insufficient plans addressed motivation to change.
- (9) Most relevant custodial and community sentence plans did not integrate the current RMP.
- (10) One-third of plans and referral order contracts did not respond appropriately to diversity needs. In some examples, the child or young person was at or about to start a college course that would make day time appointments difficult to meet. However, there was no planning to manage this, leading to confusion and unnecessary absences. In other cases, the child or young person had expressed concerns through self-assessments but there was no evidence of the YOS's response – one example related to reading and writing, another said they had suffered discrimination.
- (11) In particular, very few relevant plans took account of the child or young person's learning needs or style. In an example of a child or young person on the autistic spectrum, there was no consideration of how this might have impacted their ability to respond to interventions.
- (12) Many plans did not give a clear shape to the sentence, and almost three-quarters did not include realistic timescales. This was due primarily to all objectives being set for completion in the first three months. There was insufficient consideration of priorities for the remainder of the sentence. The objectives often could not reasonably be delivered within the time available.
- (13) Two custodial plans and less than half the community plans were sequenced according to offending-related needs.
- (14) Only one custodial plan and less than two-thirds of community plans were clearly prioritised according to *RoH*.
- (15) The child or young person and, where relevant, their parents/carers were actively and meaningfully involved in the planning process in well under two-thirds of cases. Plans were often confirmed immediately upon sentence,

before the case manager had an opportunity to engage effectively with the child or young person. Few plans were signed.

1.3 Safeguarding:	
General Criterion: <i>The assessment of Safeguarding needs is comprehensive, accurate and timely and uses Asset and other relevant assessment tools. Plans are in place to manage Safeguarding and reduce vulnerability.</i>	
Score: 75%	Comment: MODERATE improvement required

Strengths:

- (1) All cases included a timely vulnerability screening at the start of the sentence. The great majority were completed to a sufficient standard.
- (2) A VMP was completed at the start of the sentence in all except one case where this was required. All except one of those completed were timely.
- (3) The secure estate had been made aware of vulnerability issues prior to, or immediately on, sentence in all except one case.
- (4) A contribution had been made, by the YOS, to other assessments and plans designed to safeguard the child or young person, in all except one relevant case.

Areas for improvement:

- (1) Safeguarding needs were not reviewed as appropriate in almost one-third of cases.
- (2) Well under two-thirds of relevant cases included a VMP of sufficient quality. The same criticisms applied to VMPs as to RMPs. The effect was that VMPs did not form a clear and coherent plan to manage vulnerability, and sometimes missed the key issues.
- (3) Completed VMPs had not contributed to, or informed, planned interventions in half the cases where required.
- (4) Where relevant other plans were in place; just over half had been informed by a completed VMP where this was required.
- (5) Copies of other agencies' plans were not available on file in almost half the relevant cases.

OVERALL SCORE for quality of Assessment and Sentence Planning work: 75%

COMMENTARY on Assessment and Sentence Planning as a whole:

We were encouraged by evidence provided by case managers that indicated improvements in practice, in particular with regard to assessments and intervention plans, since the start of many orders that were inspected. Team development included a focus on the quality of RoSH assessments, RMPs and VMPS.

There was also evidence of an increasingly proactive and robust approach to the oversight of Asset assessments, using a formal quality assurance tool; along with a more systematic approach to prioritising interventions.

Learning styles assessments were being completed by an education specialist, but in most cases these were held separately and the key outcomes were not reflected in the child or young person's case record. This was a missed opportunity.

The YOS' internal procedures manual was out of date.

2. DELIVERY AND REVIEW OF INTERVENTIONS

2.1 Protecting the public by minimising Risk of Harm to others (RoH):

General Criterion:

All reasonable actions have been taken to protect the public by keeping to a minimum the child or young person's RoH.

Score:

78%

Comment:

MINIMUM improvement required

Strengths:

- (1) Changes in *RoH* acute factors had been anticipated where feasible, and acted on appropriately, in three-quarters of relevant cases.
- (2) Effective use was made of MAPPAs where necessary, both in custody and in the community. Decisions taken in MAPPAs were clearly recorded, followed through and acted upon, and reviewed appropriately.
- (3) Case managers, along with all other relevant YOS staff and other agencies, contributed effectively to MAPPAs processes.
- (4) Where relevant multi-agency meetings took place, case managers contributed effectively to these in almost all cases.
- (5) Purposeful home visits were carried out throughout the course of the sentence, in accordance with the *RoH* posed by the child or young person, in the great majority of cases.
- (6) Sufficient attention was given in most cases to assessing the safety of victims.
- (7) Appropriate resources had been allocated, according to the *RoH* posed by the child or young person, in all except one case.

Areas for improvement:

- (1) *RoH* had not been reviewed thoroughly in line with the required timescales, or following a significant change, in almost half the relevant cases. For example, no account was taken in one case of serious further offences going through the court until the child or young person was found guilty.
- (2) A high priority was given to victim safety throughout the sentence in just under two-thirds of cases. In particular, insufficient consideration was given to the inclusion of appropriate conditions in licences.

- (3) Specific interventions to manage *RoH* were not then delivered, nor reviewed following a significant change, in just over one-quarter of all relevant cases.
- (4) Management oversight of *RoH* throughout the sentence was effective in just under three-quarters of relevant cases in the community.

2.2 Reducing the Likelihood of Reoffending:	
<p>General Criterion:</p> <p><i>The case manager coordinates and facilitates the structured delivery of all elements of the intervention plan.</i></p>	
<p>Score:</p> <p>78%</p>	<p>Comment:</p> <p>MINIMUM improvement required</p>

Strengths:

- (1) The great majority of interventions that were delivered in the community were clearly designed to reduce LoR.
- (2) YOS workers were appropriately involved in the review of interventions in custody in eight of the ten relevant cases.
- (3) The initial Scaled Approach intervention level allocated by the YOS was correct in all except one case. The appropriate level of resources was then provided, according to the assessed LoR, throughout the sentence.
- (4) Staff actively motivated and supported the child or young person, and reinforced positive behaviour, throughout all cases in custody and the great majority of cases in the community.
- (5) Parents/carers were actively engaged by YOS workers, throughout the sentence, in all custodial cases and all except two relevant community cases.

Areas for improvement:

- (1) Delivered interventions were sequenced appropriately in just over one-third of cases. They were reviewed appropriately, and incorporated all relevant diversity issues, in less than two-thirds of cases. In those cases where there was a review, we often found little evidence of progress being reflected in changes to objectives.
- (2) There was often little evidence in either the electronic or paper file to describe the content of intervention sessions. This made it difficult to assess their quality and whether they had been implemented in line with the intervention plan. This criticism particularly applied to ISS cases. As a result, important

information about the response of the child or young person, or changes that may have been needed to plans, were not available to other workers who may have become involved in the case.

2.3 Safeguarding the child or young person:	
<p>General Criterion:</p> <p><i>All reasonable actions have been taken to safeguard and reduce the vulnerability of the child or young person.</i></p>	
<p>Score:</p> <p>83%</p>	<p>Comment:</p> <p>MINIMUM improvement required</p>

Strengths:

- (1) All necessary immediate action was taken to safeguard or protect the child or young person, or any other affected child or young person, in all cases where required during the custodial phase of a sentence.
- (2) Purposeful home visits were carried out throughout the course of the sentence, in accordance with Safeguarding needs, in most cases.
- (3) Joint work between YOS workers and other relevant agencies to promote the Safeguarding and well-being of the child or young person in the community was good. A similar pattern was found in custodial cases. This had been achieved in all relevant cases with the ASB team; in all except one case involving each of ETE providers, substance misuse services and the police; and in the great majority of cases involving emotional or mental health services or children’s social care services.
- (4) Physical health services, substance misuse services and ETE providers, together with YOS workers, worked well together to ensure continuity of provision in the transition from custody to the community.
- (5) Specific interventions to promote safeguarding were identified in over three-quarters of relevant cases and then delivered in most cases.
- (6) All relevant staff promoted the well-being of the child or young person throughout the sentence in almost all cases.

Areas for improvement:

- (1) There were a small number of community cases where necessary immediate action had not been taken, within the appropriate timescales, to safeguard or protect the child or young person, or another affected child or young person. However, there were no inspected cases where such actions remained outstanding.

- (2) All necessary referrals to ensure Safeguarding had been made in just less than three-quarters of cases in custody and in the community.
- (3) Specific interventions to promote Safeguarding in the community, or in custody, did not always incorporate those that had been identified in the VMP, and were not always reviewed as appropriate.
- (4) Management oversight of Safeguarding and vulnerability needs had been effective in about two-thirds of cases in custody and the community.

OVERALL SCORE for quality of Delivery and Review of Interventions work: 80%

COMMENTARY on Delivery and Review of Interventions as a whole:

The delivery of reparation work was well organised and constructive. Examples were found where a positive response to the needs of children and young people with learning difficulties had contributed to the development and reinforcement of their skills.

Whilst a range of interventions were available within the YOS, they did not have an up to date library of these resources, although work was underway to develop one. Case managers often relied on informal methods, or materials they had picked up elsewhere, rather than consistently use tried and tested materials.

3. OUTCOMES

Our inspections include findings about initial outcomes, as set out in this section. In principle, this is the key section that specifies what supervision is achieving, but in practice this is by necessity just a snapshot of what has been achieved in only the first 6-9 months of supervision, and for which the evidence is sometimes only provisional.

3.1 Achievement of outcomes:

General Criterion:

Outcomes are achieved in relation to RoH, LoR and Safeguarding.

Score:

73%

Comment:

MODERATE improvement required

Strengths:

- (1) Overall, reasonable steps had been taken to keep to a minimum the child or young person's *RoH* in about three-quarters of cases.
- (2) Where the child or young person had not complied with the requirements of the sentence, appropriate enforcement action was taken in over two-thirds of cases.
- (3) The overall Asset score had reduced during the course of the sentence in more than half the cases. This was higher than the average for YOTs inspected to date.
- (4) Those factors related to offending which showed the most frequent improvement were thinking and behaviour, attitudes to offending and motivation to change. Each had improved in at least half the relevant cases. Perception of self and others, and family or personal relationships, had improved in just under half the relevant cases.
- (5) There appeared to be a reduction in the frequency of offending in the great majority of cases. The seriousness of offending had reduced in just over three-quarters of cases. Both outcomes were better than the average for YOTs inspected to date.
- (6) Overall, reasonable steps had been taken to safeguard the child or young person in three-quarters of cases.

Area for improvement:

- (1) In those cases where insufficient efforts had been made to keep to a minimum the child or young person's *RoH*, the most common causes were deficits in the planning, followed by the YOS not delivering what it had planned. Similar observations applied to those cases where insufficient efforts had been made to safeguard the child or young person.

3.2 Sustaining outcomes:	
General Criterion: <i>Outcomes are sustained in relation to RoH, LoR and Safeguarding.</i>	
Score: 76%	Comment: MINIMUM improvement required

Strengths:

- (1) Full attention had been given to community reintegration during all except one case in custody and three-quarters of cases in the community.
- (2) Sufficient action had been taken, during the custodial phase of sentences, to ensure that positive outcomes were sustainable in over three-quarters of cases.
- (3) Appropriate actions had been taken, or plans put in place, to ensure that positive outcomes were sustainable in just under three-quarters of cases in the community.

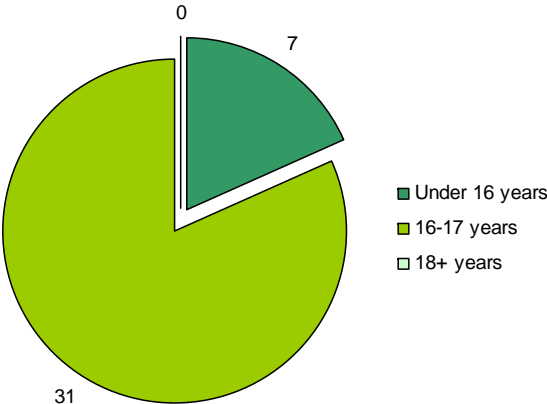
OVERALL SCORE for quality of Outcomes work: 74%

COMMENTARY on Outcomes as a whole:

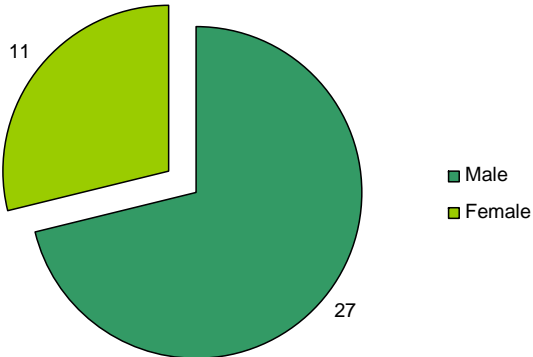
Compliance was good in some very difficult cases. This reflected well on the efforts of case managers to engage children and young people.

Appendix 1: Summary

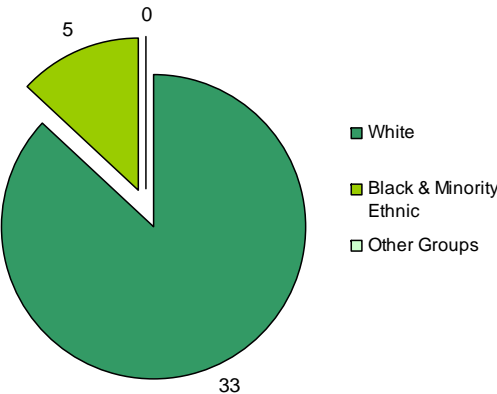
Case Sample: Age at start of Sentence



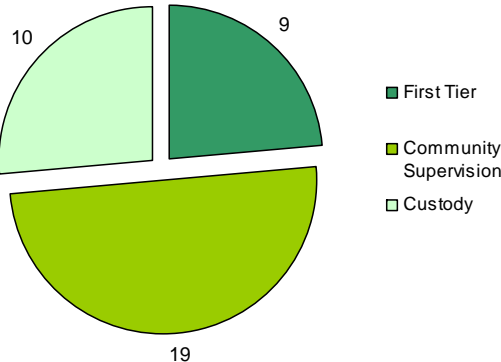
Case Sample: Gender



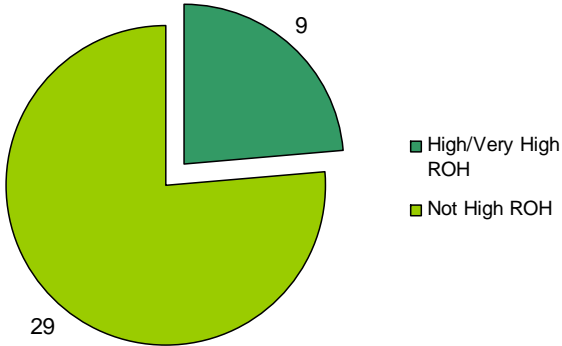
Case Sample: Ethnicity



Case Sample: Sentence Type



Case Sample: Risk of Harm



Appendix 2: Contextual information

Area

Solihull YOS was located in the West Midlands region of England.

The area had a population of 199,517 as measured in the Census 2001, 11.3% of which were aged 10 to 17 years old. This was higher than the average for England/Wales, which was 10.4%.

The population of Solihull was predominantly white British (94.6%). The population with a black and minority ethnic heritage (5.4%) was below the average for England/Wales of 8.7%.

Reported offences for which children and young people aged 10 to 17 years received a pre-court disposal or a court disposal in 2009/2010, at 26 per 1,000, were better than the average for England/Wales of 38.

YOS

The YOS boundaries were within those of the West Midlands police area. The Staffordshire & West Midlands Probation Trust and the Solihull Primary Care Trust covered the area.

The YOS was located within the Children, Young People and Families sub directorate of the Solihull Council People Directorate. It was managed by the interim head of Integrated Youth Support Services, acting up from her role as YOS Manager, who was supported by an interim YOS Manager.

The YOS Management Board was chaired by the Director for People. All statutory partners were members of the board, although the police representative had not attended recent meetings.

The YOS Headquarters and the operational work of the YOS were based in the district of Chelmsley Wood. Solihull YOS managed its own ISS provision.

YJB National Indicator Performance Judgement

The YJB National Indicator Performance Judgement available at the time of the inspection was dated June 2010.

There were five judgements on reoffending; first time entrants; use of custody; accommodation; and employment, education and training.

On these dimensions, the YJB scored Solihull 12 of a maximum of 28 (for English YOTs); this score was judged by the YJB to be performing poorly.

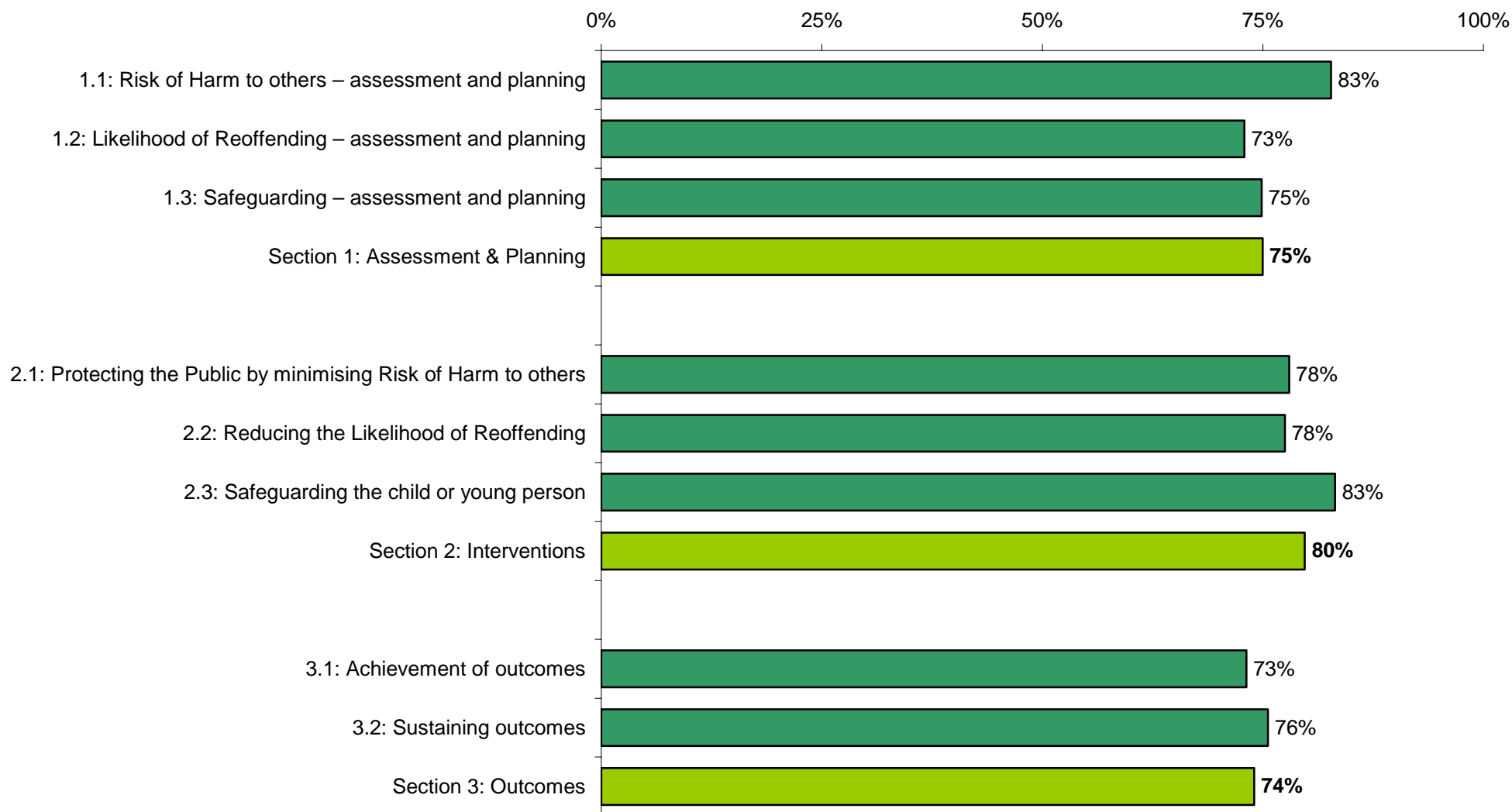
Solihull's reoffending performance was judged by the YJB to be declining and was close to similar *family group* YOTs.

For a description of how the YJB's performance measures are defined, please refer to:

<http://www.yjb.gov.uk/en-gb/practitioners/Monitoringperformance/Youthjusticeplanning/>

Appendix 3a: Inspection data chart

Solihull CCI General Criterion Scores



Appendix 3b: Inspection data

Fieldwork for this inspection was undertaken in January 2011.

The inspection consisted of:

- ◇ examination of practice in a sample of cases, normally in conjunction with the case manager or other representative
- ◇ evidence in advance
- ◇ questionnaire responses from children and young people, and victims

We have also seen YJB performance data and assessments relating to this YOS.

Appendix 4: Role of HMI Probation and Code of Practice

Information on the Role of HMI Probation and Code of Practice can be found on our website:

<http://www.justice.gov.uk/inspectors/hmi-probation>

The Inspectorate is a public body. Anyone wishing to comment on an inspection, a report or any other matter falling within its remit should write to:

*HM Chief Inspector of Probation
2nd Floor, Ashley House
2 Monck Street
London, SW1P 2BQ*

Appendix 5: Glossary

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

LSCB	Local Safeguarding Children Board: set up in each local authority (as a result of the Children Act 2004) to coordinate and ensure the effectiveness of the multi-agency work to safeguard and promote the welfare of children in that locality.
MAPPA	Multi-Agency Public Protection Arrangements: where probation, police, prison and other agencies work together locally to manage offenders who pose a higher <i>Risk of Harm to others</i>
Ofsted	Office for Standards in Education, Children's Services and Skills: the Inspectorate for those services in England (not Wales, for which see Estyn)
PCT	Primary Care Trust
PPO	Prolific and other Priority Offender: designated offenders, adult or young, who receive extra attention from the Criminal Justice System agencies
Pre-CAF	This is a simple 'Request for Service' in those instances when a Common Assessment Framework may not be required. It can be used for requesting one or two additional services, e.g. health, social care or educational
PSR	Pre-sentence report: for a court
RMP	Risk management plan: a plan to minimise the individual's <i>Risk of Harm</i>
RoH	<i>Risk of Harm to others</i> . See also <i>restrictive Interventions</i>
'RoH work', or 'Risk of Harm work'	This is the term generally used by HMI Probation to describe work to protect the public, primarily using <i>restrictive interventions</i> , to keep to a minimum the individual's opportunity to behave in a way that is a <i>Risk of Harm to others</i>
RoSH	Risk of Serious Harm: a term used in Asset. HMI Probation prefers not to use this term as it does not help to clarify the distinction between the <i>probability</i> of an event occurring and the <i>impact/severity</i> of the event. The term <i>Risk of Serious Harm</i> only incorporates 'serious' impact, whereas using ' <i>Risk of Harm</i> ' enables the necessary attention to be given to those offenders for whom lower <i>impact/severity</i> harmful behaviour is <i>probable</i>
Safeguarding	The ability to demonstrate that all reasonable action has been taken to keep to a minimum the risk of a child or young person coming to harm.
SIFA	Screening Interview for Adolescents: Youth Justice Board approved mental health screening tool for specialist workers
SQIFA	Screening Questionnaire Interview for Adolescents: Youth Justice Board approved mental health screening tool for YOT workers
VMP	Vulnerability management plan: a plan to safeguard the well-being of the individual under supervision
YJB	Youth Justice Board for England and Wales
YOI	Young Offenders Institution: a Prison Service institution for young people remanded in custody or sentenced to custody
YOIS+	Youth Offending Information System: one of the two electronic case management systems for youth offending work currently in use in England and Wales. See also Careworks
YOS/T	Youth Offending Service/Team