

# Youth Justice Planning Tool 2008/09 - England

## SOLIHULL YOUTH OFFENDING SERVICE

Date Completed  
4<sup>th</sup> August 2008

## **SECTION A – THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE**

### **A1 What are the strategic aims and priorities of the youth justice system in England and Wales?**

**The 2008-11 strategic aims are to:**

- prevent offending
- reduce reoffending
- ensure the safe and effective use of custody
- increase victim and public confidence.

### **A2 What are the strategic aims and priorities of the local youth justice system (the story of place)?**

This is an extremely exciting period of time within Solihull for all relevant services, partners and the community, as service provision is being re-shaped, for children and young people across Solihull. The Solihull Strategic Partnership in conjunction with the Children's Trust Board and the Safer Communities Board are developing provision based on a commitment to commissioning services, within three localities across the borough. From the autumn of this financial year the Youth Offending Service will move from the Community Services Directorate into the Education and Children's Services Directorate, specifically located within the Integrated Youth Support Services Division with a focus very clearly on Targeted Youth Support. Currently plans are being established to finalise the details of this transition as well as the development of the Integrated Youth Support Service by the end of this year, with implementation from January 2009. The Head of Service, Operational Team Managers as well as practitioners are key members of this development with key planning and consultation events already underway.

Our performance over the past financial year has been maintained within a level three banding based upon national performance criteria and assessments. This is entirely consistent with our family, West Midlands and National averages. Whilst it is to be noted that within key performance areas there have been fluctuations, nonetheless there are good performance management systems within the Youth Offending Service to identify this at an early stage, and develop plans to tackle appropriate areas of practice. Our performance is regularly reported to the Youth Offending Services Management Board, as well as the Safer Communities Strategic Board and current plans to replicate the same within the Children and Young People's Trust Board. In addition, two key indicators have been identified across the partnership for inclusion within the Local Area Agreement, which along with the strategic developments for Integrated Youth Support Services, will ensure an even more streamlined and co-ordinated partnership approach to achieve positive outcomes for all children and young people across Solihull. Additionally, the Service contributes to strategic plans across the partnership with performance indicators identified within the Children and Young People's Plan as well as within the Crime and Disorder partnership, and performance feeds into other cross cutting targets inclusive of Public Service Agreements (PSA) and Assessment of Police and Community Safety (APACS).

Therefore our key priorities are to maintain and to build upon our performance during this transitional period and into the future, with a key focus upon the prevention and reduction of offending, community safety and the management of risk, which will build upon the strategic aims of the Youth Justice Board as identified in the section above. This will in addition also complement the outcomes identified within the Every Child Matters framework, and within the Solihull Children and Young People's Plan, which will more fully encapsulate our strategic vision to ensure "Solihull as a place where all children and young people have an equal chance and achieve their full potential".

Partnership working across the Borough is extremely well established and embedded into daily practice. A very progressive, problem solving approach is adopted with cross cutting agenda's identified, within the various strategic boards. As an example the Chair of the Youth Offending Service Management Board, is a member of the Children and Young People's Trust Board, as well as the Safer Communities Strategic Partnership, both of whom have designated representatives from the voluntary sector. Additionally both of these strategic boards are chaired by the Chief Executive, ensuring that appropriate linkages are identified and maintained to progress service delivery across the partnerships. The Chair of the Youth Offending Service Board attends the Local Children's Safeguarding Board, whilst in addition they and the Youth Offending Service manager also represents the Service at the Local Criminal Justice

**Board.**

## **SECTION B - USE OF RESOURCES AND VALUE FOR MONEY**

### **B1 Assess the extent to which the YOS's financial, staff, programme and ICT resources have been used to deliver quality youth justice services.**

Within the context of the 2004 Sustaining the Success publication, it is evident that the resourcing of the Youth Offending Service did not meet required levels as identified within the document. However, with a significant downturn in the number of first time entrants over preceding years, as well as a reduction in the number of children and young people appearing before the courts from the summer of 2007 to the end of the financial year, it was noted by HMIP inspection in February 2008, that for the management and monitoring of statutory orders the Service was adequately financed. Unfortunately however, whilst this may well have been the case, developments within teams across the remainder of the service may well have been impacted upon, although it is clear that this has not been too adverse, given the maintenance of performance levels.

Solihull is a small metropolitan borough, with significant funding limitations in contrast to neighbouring areas. Whilst there are a number of significantly deprived wards in the north of the borough, this deprivation is masked across the remainder of Solihull with resultant implications for government funding. Within the context of this, and the business efficiency savings which have been required year on year, as a Youth Offending Service we have been proficient in the review and evaluation of services as well as appropriate recruitment to roles. Through partnership working we have sought to develop provision across services, in addition to the comprehensive review and development of service delivery through Integrated Youth Support and Targeted Youth Support provision, which is currently underway.

Funding levels from partners have in the main, stayed constant with appropriate inflationary uplift. Grant funding received from the Youth Justice Board has remained ring-fenced to deliver appropriate projects e.g. Prevention and Intensive Supervision and Surveillance Programmes. Within this financial year there are no planned changes to the use of this funding, nor our commitment to deliver a training plan which focuses upon the Children's Workforce Development core competence's for all staff, in addition to our support of the Youth Justice Board training programme outlined within the Workforce Development Strategy 2008 – 2011, as well as regional training programmes for the development and improvement of the management of risk across all services.

Our analysis of spending across the range of service's, represents the levels of required intervention to deliver youth justice priorities. However, within the context of the new Court Order and the introduction of the scaled approach, this will be reviewed to increase our focus on preventative interventions and the management of high risk and Prolific and Priority young offenders. Within the borough there is significant regeneration, and as a consequence the Youth Offending Service will re-locate from its current premises to elsewhere in the north of Solihull within the next few years. This could be potentially very positive given the structure of the current building, and interview space offered, but alternatively could impact upon our ability to work across services, which are co-located in the same building, aiding joint meetings to problem solve issues as they arise. HRE (Human Resources and Equalities) advice is provided centrally, as is finance, although it is to be noted that the latter is relatively limited, as the Head of Service is responsible for budgets, profiling and the management of them in conjunction with the Youth Offending Service Management Board who has oversight of this. Furthermore, although the Service receives support from the authorities IT (Information Technology) infrastructure, nonetheless the lack of this dedicated resource and support for the management team within the Service, alongside the ability to review and analyse performance information, has without any doubt impacted upon the Head of Service, and their strategic role, as well as Operational Team Managers, who effectively have been responsible for delivering this.

Practitioners within the Youth Offending Service are seconded from the range of agencies, in addition to other services which include Connexions. Qualified Social Service personnel are recruited directly to the Youth Offending Service and are in the main responsible for the management of Statutory Orders alongside, Support Workers. The Service is well represented and reflective of the community within the staff group across gender and ethnicity, in respect of the latter 34.2% of staff are from BME (black, minority ethnic) communities which compares favourably against the 5.4% borough average. In respect of the recruitment of volunteers, we have over recent years sought to redress the balance and spread of volunteer's to be reflective of our diverse community

and currently 31.5% are from BME communities, with just over 63% female.

As noted above, there has been a significant training programme identified and delivered within the Service. This has been clearly linked to this plan, aims and objectives both national and local, as well as the development needs of teams and individuals within it, identified through a supervision and appraisal process. The latter of which was noted positively within the recent HMIP (Her Majesties Inspectorate of Probation) inspection. As noted earlier, we will continue to build upon this and deliver our training programme primarily based on the Youth Justice Board Workforce Development Strategy framework for 2008 – 2011, combined with regional Youth Justice Board Training across the West Midlands and the Children's Workforce Development Strategy.

A resource library has been developed to ensure all staff are aware of the considerable resource provision which is available, to support offence focussed work, and direct intervention with families, carers and young people. This is under continuous review and is supported by programmes run in conjunction with partners e.g., the Fire Service, drama based workshops to prevent and reduce offending and anti-social behaviour. In addition through partnership provision we are able to access resources through CAMHS, Housing, Positive Futures Programmes, Youth Service Provision, and the service was particularly commended within the HMIP report for the development of referral routes for specialist parenting provision.

Currently we are in the process of updating our IT systems to a new web enabled version of careworks. We have accessed and are utilising, or are in the process of implementing new systems to ensure information is securely and effectively delivered to partners e.g. secure E Mail, connectivity and electronic envelope implementation. In addition we are working closely with colleagues, to ensure readiness for the implementation of ContactPoint. Management information systems are utilised to review practice and performance across the service, team and individuals' within it, to inform strategic development and practice development. However as outlined earlier this could be greatly enhanced through a specialised and dedicated performance and information officer within the service, who is skilled in the analysis and reporting of data. IT systems within the Youth Offending Service are also maintained within the Court building, giving Court Officers direct access to all IT provision. This has always been supportive of reducing delays within the Court process and ensuring efficiency savings in time and resources.

With the upgrade to the new system, clearly an additional training programme is being implemented to support all staff with the transition. This is being supported by the administrative team, with additional training for staff who need more specialised support. With the Service transition into the Integrated Youth Support Service our priority is to review our websites, as well as those already developed within Children and Education Service's. A planned programme is currently being developed to ensure this is undertaken within the Children and Young People's Trust Board and encompasses sites for both the engagement of the wider community as well as children and young people. Within the context of this, a sub-group of the Children and Young People's Trust Board, is developing a plan for the active involvement of children and young people at a number of levels, which the Youth Offending Service will contribute to.

## B2 Identify risks to future use of resources and value for money and plans to overcome the risks

As part of the re-alignment of services within the context of Integrated Youth Support there are potential risks to the continued delivery of what is targeted provision, especially so with the commissioning process still being established. A clear focus for the Youth Offending Service is to provide clarity in respect of provision and statutory requirements to ensure continuation of services and resourcing which focus upon prevention and support as well as the management and enforcement of Orders – a triple track approach as outlined within the recent Youth Crime Action Plan. Plans to overcome the risks are clarity of communication, a clear focus upon outcomes, which encapsulates both national and local agenda's for change.

### Identify plans to overcome the risks to future use of resources and value for money

Risk	Action	Success Criteria	Owner	Deadline
Use of resources, which specifically identify targeted cohorts, and maintain statutory service provision within the Youth Offending Service.	Commissioning based on outcomes and delivery against hot spot areas to targeted groups rather than a generic scatter-gun approach	Development of service provision, and targeted use of monies. Within the context of building on evidence based practice and the achievement of outcomes for children and young people based on national as well as local targets.	Head of Integrated Youth Support Service/ Head of Youth Offending Service	April 2009

### B3 YJB risk to future delivery assessment comments

<b>B4 Youth offending team budget sources for the financial year 2008/09</b>				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	65,900	0	12,516	78,416
Probation	35,773	6,660	22,199	64,632
Health	40,304	0	0	40,304
Local Authority	511,741	0	99,829	611,570
YJB	0	0	432,188	432,188
Other	0	0	34,611	34,611
<b>Total</b>	653,718	6,660	601,343	1,261,721

<b>B5 Services planned for the financial year 2008/09</b>		
Core Activity	Total Budget (£)	Any Comments
Preventive services	130,000	
PACE	10,000	
Pre-Court	240,000	
Remand	105,000	
Court	80,000	
Community	541,721	
Custody	90,000	
Miscellaneous	45,000	
Other	20,000	

<b>B6 Probation Contributions</b>					
<b>Cash Contribution</b>	<b>Payments in kind 1 excluding staff</b>		<b>Payments in kind 2 staffing</b>		<b>TOTAL (£)</b>
	<b>Item</b>	<b>Cash Value (£)</b>	<b>Grade and Number</b>	<b>Cash Value (£) including on costs</b>	
22,199	Management of Community Punishment/Community Punishment and Rehabilitation Orders	6,660	Probation Officer - 1	35,773	64,632

<b>B7 Staff in the youth offending team (by headcount)</b>												
	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional	Student	Volunteer	Total
	PT	FT	PT	FT	PT	FT	PT	FT				
<b>Permanent</b>	0	1	0	2	0	10	1	3	1	0	0	18
<b>Fixed Term</b>	0	0	0	0	0	0	0	0	0	0	0	0
Outsourced	0	0	0	0	0	0	0	0	0	0	0	0
Temporary	0	0	0	1	1	6	1	1	0	0	38	48
Vacant	0	0	0	0	0	0	0	0	0	0	0	0
Children	0	0	0	0	0	0	0	0	0	0	0	0
Police	0	0	0	0	0	1	0	0	0	0	0	1
Health	0	0	0	0	1	1	0	0	0	0	0	2
Education	0	0	0	0	0	1	0	0	0	0	0	1
Connexions	0	0	0	0	1	1	0	0	0	0	0	2
Other	0	0	0	0	0	1	0	0	0	0	0	1
<b>TOTAL</b>	0	1	0	3	3	21	2	4	1	0	38	73

**B8 Staff in the youth offending team by gender and ethnicity based on census 2001 categories**

	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>White British</b>	0	1	2	1	8	5	0	5	1	0	0	0	7	19	18	31
<b>White Irish</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other white</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>White and Black Caribbean</b>	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	2
<b>White and Black African</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>White and Asian</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Mixed</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Indian</b>	0	0	0	0	2	1	0	0	0	0	0	0	1	0	3	1
<b>Pakistani</b>	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
<b>Bangladeshi</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Asian</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Caribbean</b>	0	0	0	0	2	3	0	0	0	0	0	0	6	5	8	8
<b>African</b>	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
<b>Other Black</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Chinese</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

<b>Other ethnic group</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Not given</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	0	1	2	1	12	12	0	6	1	0	0	0	14	24	29	44
<b>Welsh Speakers</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

## **SECTION C1 – FIRST-TIME ENTRANTS**

### **C1.1 Assess the extent to which the YOS partnership has contributed to reducing first-time entrants into the youth justice system and reducing *any* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds**

This area of practice is undergoing a significant level of focus. Although Solihull Youth Offending Service has significantly outstripped this target year on year (considerably outperforming family, west midlands and national averages), nonetheless the development of Integrated Service Delivery Teams based within 3 localities across the borough, aligned with the Integrated Youth Support Service will continue to see this target become more universally focussed upon across the partnership.

Given the performance noted above whilst this indicator was not identified within the Local Area Agreements, nonetheless it remains a key identified target within the Children and Young People's Plan as well as outlined within the Integrated Youth Support Service Indicators. Co-ordinated developments across the Children and Young People's Trust Board and Solihull Partnership to develop and improve upon outcomes for young people, will see this priority remain a key target. As part of this, the development of a strategic prevention policy based upon the Integrated Youth Support Service, with Targeted Youth Support a key aspect of it, alongside Integrated Service Delivery will co-ordinate provision in a much more streamlined and comprehensive way. This will also support provision within the Safer Communities Partnership, particularly more universal service delivery in respect of the Prolific and Priority Offender Strategy, especially the Prevent and Deter strand.

This is extremely encouraging, and will build upon current provision, which includes the Youth Inclusion Support Panel Plus (YISP+) which was launched across the borough in June 2006, focussing on young people aged 14 – 17 who are at risk of offending. Whilst in the initial stages this preventative project complemented that of the Youth Inclusion Support Panel aged 8 – 13 years, following a fundamental review of effective practice, significant changes to the delivery of the YISP Plus scheme were made in September 2007. These changes were positively noted upon by HMIP, and provide a clear targeted approach based upon the common assessment framework and team around the child, to develop individual support and intervention plans based on identified risks and needs within the context of multi-agency meetings. The assessment is quality assured by a line manager and based upon this process intervention is time limited, with exit strategies clearly developed across agencies should continuing support be required. Referrals to the project are monitored in terms of access route, ethnicity as well as outcome's, these are reviewed within the team, to continuously focus upon effective practice and improving services to the community. During 2007, the project identified a low number of referrals from young people with BME (Black and Minority Ethnic) backgrounds, which was replicated elsewhere across the West Midlands as well as nationally. The Solihull project focussed upon this, and have monitored this very rigorously during the past year and recent statistical returns identify that numbers of BME young people engaging with the project have increased, close to the borough average of approximately 11% based on national statistics. This should in turn positively impact upon the numbers of young people from BME backgrounds who are first time entrants into the criminal justice system, in line with the population of young people across the borough, which between January to July 2008 the number of BME young people was 13.2%.

Positive Futures and North Solihull Fusion have also remained key partners in the delivery of sports based interventions, with referrals between the agencies to support and engage young people at risk. Plans have been established to develop this further, through the development of additional targeted provision, staff based within the Service, as well as developing baseline information to identify best practice in our work with young people. This has complimented additional work through the Strategic Safer Communities Board and fortnightly community tasking meetings, Anti-Social Behaviour Forums, which has enabled intervention to become more focussed upon identified hot spot areas. Further work is also being developed between the Youth Offending Service, and the Positive Futures Programme, as well as other multi-agency partners including the Youth Service, Fire Service, Police, as well as Voluntary organisations, to develop specific programmes of intervention across secondary schools within Solihull. This will

in part be based upon programmes currently delivered between the Youth Offending Service, Community Safety and Neighbourhood managers which has resulted in drama based work, amongst other initiatives (community clean up days) being delivered within schools in the north of the borough.

This indicator has noted above contributes to The Children and Young People's Plan, and Every Child Matters Outcomes, particularly staying safe from crime and anti-social behaviour in and out of school, as well as encouraging young people to make a positive contribution, and engage in law abiding and positive behaviour in and out of school.

Additionally it is an indicator within the Assessment of Police and Community Safety (APACS), and in terms of diversity is part of the Public Service Agreement target 24 to deliver a more effective, transparent and responsive Criminal justice System for victims and the public.

### C1.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
There are no risks to the current format of delivery, other than continuation of funding for some projects. However, through the development of Integrated Youth Support Service and the development of a commissioning approach based on outcomes this should be appropriately managed.	Ensure baseline information is collated and reviewed to ensure effective practice. On the basis of which commissioning applications can be put forward across the partnership and in conjunction with others to ensure continuity of focus on clear projects with identifiable outcomes which are targeted upon crime prevention and the reduction of youth offending.	Maintenance and development of projects across the partnership.	Head of integrated Youth Support, Head of Youth Offending Service.	January 2009.
Development of a preventative strategy including crime prevention and reduction.	Support the development of the strategy.	Strategy developed based on Integrated Youth Support Service.	Head of Integrated Youth Support Service.	To be confirmed.
Implementation of Integrated Youth Support Service.	Engagement in partnership development across services.	Implementation of Integrated Youth Support Service.	Head of Integrated Youth Support Service and	January 2009.

			relevant Heads of other services including Youth Offending.	
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**C1.3 Identify workforce development plans to overcome the risks to continuous improvement**

<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Assessment skills – Onset and CAF.	YISP Plus.	Development of further training programme.	Head of Youth Offending Service.	Due for implementation on the 1 <sup>st</sup> October 2008.
Children’s Workforce Development Strategy – core competency skills.	All staff within the Youth Offending Service.	Engagement with the development of training programme across the partnership.	Head of Integrated Youth Support in conjunction with the Youth Offending Service Manager.	April 2009.

**C1.4 YJB risk to future delivery assessment comments**

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## SECTION C2 – REOFFENDING

### **C2.1 Assess the extent to which the YOS partnership has contributed to reducing proven reoffending by children and young people and reducing *any* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds**

There are considerable plans to strengthen and develop partnership working across Solihull, through the Solihull Partnership, Children's Trust Board and Safer Communities Strategic Board. Within this financial year there has been a quite significant overhaul of partnership working which includes the third sector, and this is continuing with a clear framework being established across Solihull to develop in partnership with all stakeholders a more robust and efficient governance and commissioning process. However this remains in development and a lot of work is to be established over forthcoming months, in order for the vision to be achieved.

It is within this context, and the establishment of this target within the Local Area Agreement that performance will be focused upon. It clearly links to the considerable change process ongoing within Solihull, in part outlined above, but also identified within earlier sections which include the establishment of Integrated Service Delivery teams based in localities, as well as Integrated Youth Support Services, of which the Targeted Youth Support Service is one element. Although the recent change in the re-offending performance indicator had a considerable impact on performance, with the Service previously performing very well within 3 out of the 4 cohorts tracked over a 2 year period. Following the change, to a 12 month period of monitoring, the service achieved well in two key areas, which included young people supervised on community penalties and following release from a custodial sentence. However, this was not replicated within pre-court and first tier penalty cohorts and as a consequence practice within these areas has been significantly overhauled, within the last financial year.

For this financial year, as the key performance indicator has changed once again, information is currently being gathered from a baseline identified between January to March 2005 monitored against 4 cohorts between January to March 2008. As such re-offending data from last year is not available and in terms of this financial year, initial indications will not be available over the 12 month period until July 2009, which will also include diversity information.

The delivery of high quality services will be consolidated within the service through detailed scrutiny and performance management of practice, which will be undertaken on a monthly basis through the supervision and appraisal process. As a Service we are fully committed to the qualitative improvement of assessment and intervention planning documentation, as well as service interventions, which will be supported by the development of a comprehensive training programme, based upon children's workforce requirements and very importantly the Youth Justice Board Workforce Development Strategy. This will also be supported through regional developments as part of a national improvement plan identified by the Youth Justice Board, whilst a member of the Solihull Youth Offending Service management team will chair a regional quality assurance, effective practice implementation panel for the West Midlands to improve the quality of assessments and intervention planning. The service scored very well in respect of interventions to children and young people, as well as carers and their families who were subject to community disposals and custodial sentences, with the enthusiasm and the very evident commitment and motivation of staff noted within the HMIP (Her Majesties Inspectorate of Probation) report.

Although preventative work was not rated as highly in the recent inspection, in the main this review was based on historic cases, which pre-dated the significant and fundamental overall of service delivery within the Youth Inclusion Support Panel Plus project, and consequently, we are confident that a further review of cases from the Autumn of 2007, would identify and acknowledge the very good practice which is now being delivered. This is targeted, time limited intervention based upon risk and need, delivered inclusively of the young people and their families, as well as incorporating exit strategies at the completion of work. This approach to practice is similarly being replicated within the Prolific and Priority Offender Strategy,

particularly our response to the deter element of the first strand, whilst we continue to attend the monthly Shared Priority Forum which provides a partnership approach to support, and monitor prolific offenders within the borough. There are a range of programmes which can be utilised in work with young people who offend, in addition to a range of intensive disposals to engage but also monitor young people who have committed a range of offences within the community. However, these need to be further developed.

As a service we continue to focus upon the achievement of national standards and the enforcement of Orders, and following the most recent audit – October to December scored an overall level 4 (1 low – 5 high), which has been maintained consistently. This was a consolidation of practice throughout the year as well as the previous financial year, scoring an high level of compliance which was comparable to our family, west midlands and national averages. This will similarly remain a focus of supervision and appraisal, with relevant targets set at individual and team levels. Practitioners continue to be enterprising in their use of resources and community facilities to engage young people and their families, and evidencing diversity in respect of the work delivered was identified positively as a good area of practice within the team, at our recent inspection.

Again, whilst the performance framework has changed for this financial year, it is important to note the progression that this Service has continued to make over the preceding year. This has seen overall levels of effective practice improve, through a review of a further 3 areas of service practice in an effective practice quality assurance process which is overseen at a regional level, validation now at a level 3 on a scale of 0 low – 3 high. Again this is extremely positive outcomes.

The routine reporting of this performance information remains at the Youth Offending Service Management Board level as well as through the Local Area Agreement to the Safer Communities Strategic Board, the Children and Young People's Trust Board, and the Solihull Partnership. There is an extremely positive network of inter-agency working across Solihull, which is being consolidated by the changes outlined above. In addition, through various sub-groups of the above strategic boards, the development and commissioning of practice is ongoing which will impact very positively on the partnership approach to prevent and reduce youth crime.

Monitoring of pre-Court and post Court outcomes is routinely undertaken across the service in respect of diversity. In relation to ensuring the differential of BME young people on youth justice disposals compared to the population is monitored routinely on a six monthly basis, with information presented within the Service and to relevant boards. In this respect whilst the proportion of the population within Solihull is 5.4%, in respect of children and young people (office for national statistics 2005) the figure is approximately 11% across Solihull. At all stages of the process, with a particular focus upon April to September 2007 there has been in the main proportional representation of BME young people in comparison to the borough wide population, baring outcomes whereby the proportion of young people within the sample are so small, that to draw any inferences from this would be statistically skewed for example the imposition of a conditional discharge – sample size 3, percentage 66.6%. The only exception to this having regard to the full financial year, from April 2007 to March 2008 would be the imposition of Final Warnings 13.4%, which is just slightly over the borough wide average for the particular age range of young people. Within the current financial year additional monitoring and evaluation mechanisms are being implemented to ensure practice and reducing difference is continually addressed.

Other key indicators which have a bearing on performance within this area include access to suitable accommodation, and the engagement of young offenders in education training and employment. In respect of both of these indicators whilst we have out-performed our family, west midlands and national averages, whilst the former indicator has been met, in respect of the latter target, this has not been achieved, and currently as elsewhere across the country this remains a key area of focus, not least of which is its clear correlation as a risk factor with children and young people who offend. As a consequence this has been identified as a key priority within the Local Area Agreement, and actions have been developed to focus upon this, to ensure that year on year across the partnership we seek to improve upon performance and the engagement of children and young people in education, training and employment. This indicator will be routinely reported upon at the Youth Offending Service Management Board, Safer Communities Strategic Partnership as well as the Children and Young People's Trust Board.

Solihull Youth Offending Service is a multi-agency team and benefits from staff and agency contributions from a wide range of partners which include the Primary Care Trust, Child and Adolescent Mental Health Services, Police, Connexions, Probation Service, Local Authority, Drug and Alcohol Services, Youth Service as well as North Solihull Fusion and Positive Futures. As such partnership working enables very rapid intervention within initial days of contact to undertake triage assessments for physical, emotional, mental health and substance misuse as well as employment, education and training, and in respect of the latter an additional monitoring system has been introduced to monitor performance, as well as the distance travelled at the beginning and end of interventions. This is very progressive, forward thinking and pro-active practice which was, highly recommended within the HMIP inspection. Over the past year a Service Director of Education and Children's Services has joined the Youth Offending Service Management Board, and this role is seen as instrumental in developing appropriate provision and access to education for young people who are not appropriately engaged. This will complement the interventions of other Board members from Connexions and the Learning and Skills Council with a clear focus upon children and young people who offend.

This indicator contributes to the Children and Young People's Plan, and, Every Child Matters outcomes, specifically staying safe from crime and anti-social behaviour, and making a positive contribution and engaging in law abiding behaviour. Additionally it is an indicator within the Assessment of Police and Community Safety (APACS), Public Service Agreement 23, to make communities safer, as well as 24, to deliver a more effective, transparent and responsive Criminal Justice System for victims and the public.

### C2.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Workforce development strategy/training programme. Core competencies.	All staff within service.	Engagement with the development of training programme across the partnership.	Head of Integrated Youth Support Services/Head of Youth Offending Service.	January 2009.
Assessment Skills Asset/CAF.	All staff within service.	Development of further training programme.	Head of Youth	Programme developed

Implementation of Integrated Youth Support Service.	Engagement in partnership development across services.	Implementation of Integrated Youth Support Service.	Offending Service.	and due for implementation 1 <sup>st</sup> October 2008.
Development of a preventative strategy including crime prevention and reduction.	Support the development of strategy.	Strategy developed based on Integrated Youth Support Service.	Head of Integrated Youth Support Service and relevant Heads of other Services including Youth Offending.	January 2009.
			Head of Integrated Youth Support Service.	To be confirmed.

**C2.3 Identify workforce development plans to overcome the risks to continuous improvement**

Skills to Develop	Target Group	Action	Owner	Deadline
Workforce competency skills – assessment and	Practitioners within the service.	Development of core training programme.	Head of Youth	April 2009.

intervention.			Offending Service.	
<b>C2.4 YJB risk to future delivery assessment comments</b>				

## SECTION C3 - CUSTODY

### C3.1 Assess the extent to which the YOS partnership has contributed to reducing the use of youth custodial remands and sentences and reducing *any* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds

Although at first glance analysis of custodial provision at remand stage is in excess of the target (9%), if all remand decisions are taken into account primarily unconditional bail, over the financial year outcomes for April 07 to March 08 would be approximately 10%. However, of young people sentenced to custody, year on year the target of less than 5% of all Court outcomes has been achieved beyond the indicator, although their is disproportionate representation of BME young people within the sample, which has been similarly replicated at remand stage. Within this context it is important to identify the low numbers of young people within the sample therefore distorting any statistical inference, and in a review of practice by HMIP (Her Majesties Inspectorate of Probation), of young people receiving custodial sentences it was their opinion, that in all but one of the cases scrutinised, custody was the likely outcome. However, this clearly, remains a key area to focus upon at all levels, with a significant review of policy and practice, as well as monitoring and evaluation planned for this financial year, which includes a panel review of all young people who are sentenced to custody at remand and sentence outcome stage.

Both of these indicators will be monitored via the national indicator set, with reports to the Youth Offending Service Management Board, the Children and Young People's Trust Board as well as the Safer Communities Strategic Board. More detailed and robust monitoring systems need to be established within the Youth Offending Service to monitor performance, and disseminate information across the partnership, whilst this remains ongoing, it is nonetheless important to note that this is severely impacted upon by the lack of designated provision at the level of a specialised performance officer within the service, which continues to create logistical issues for the monitoring and review of performance.

Staff working within the Courts, are well trained, knowledgeable and provide an effective service. Indeed the HMIP (Her Majesties Inspectorate of Probation), report goes on to note that:-

“Magistrates expressed a very high level of satisfaction and confidence in the quality of staffing arrangements and the professional service provided by the YOS. A formal SLA was in place and communication with the Court was effective and wide ranging. The YOS manager and assistant manager presented briefings, performance information and delivered training to panel meetings and the Court user group. This was valued by magistrates”.  
(Service Level Agreement)

This is extremely positive feedback, and an area that the service will build upon during this financial year will be the further development of an annual survey of Court users, during the autumn. Whilst the quality of pre-sentence reports was identified within the inspection as high, nonetheless there remain significant areas of improvement which need to be undertaken across the service, this will focus upon assessment and intervention planning, with appropriate training developed. This will be performance managed within the supervision and appraisal process with a clear focus upon the maintenance of national standards and required enforcement practice, which the Service currently achieves to a level 4 (1 low – 5 high).

The service was identified within the recent inspection as being pro-active in identifying all children and young people at risk of secure or custodial remand and a full range of packages were offered to the court. Subsequent to the inspection report, there has been ongoing development of ISSP (Intensive Supervision and Surveillance Programme) provision, which is now more diverse and covers more appropriate weekend activity. Within the financial year 06/07 the Solihull ISSP was reviewed nationally as providing a very good level of service and programme (being scored slightly short of a commended rating), whilst during the past financial year effective practice was assessed overall as a level 3 (0 low – 3 high) by the regional team.

This indicator is part of the national set, namely NI 43, it contributes to Every Child Matters outcomes in particular to make a positive contribution and engage in law abiding and positive behaviour. Furthermore, it forms part of the Public Service Agreement 14 to increase the number of children and

young people on the path to success, as well as 24 to deliver a more effective, transparent and responsive Criminal justice System for victims and the public.

**C3.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
Implementation of Integrated Youth Support Service.	To engage in partnership development of performance information across the Integrated Youth support Service.	Implementation of integrated Youth Support Service.	Head of Integrated Youth Support Services and relevant Heads of other Services including Youth Offending.	January 2009.
Development of training programme to focus upon assessment and intervention planning.	Development of training programme.	Programme delivered.	Head of Youth Offending Service.	Implementation from 1 <sup>st</sup> October 2008.

**C3.3 Identify workforce development plans to overcome the risks to continuous improvement**

Skills to Develop	Target Group	Action	Owner	Deadline
Assessment and	Practitioners within	Development of Programme.	Head of	Commencement

Intervention Planning – core competencies to include CAF.	Youth Offending Service.		Youth Offending Service.	1 <sup>st</sup> October 2008.
<b>C3.4 YJB risk to future delivery assessment comments</b>				

## **SECTION C4 - RISK OF SERIOUS HARM**

### **C4.1 Assess the extent to which the YOS partnership has contributed to addressing risk of serious harm to the public through local application of YJB risk of serious harm procedures**

The Solihull Youth Offending Service contributes across the partnership to the management of risk through monthly attendance at the Prolific and Priority Offenders/Shared Priorities Forum and the Multi Agency Public Protection Panel. Relevant information is shared on an ongoing basis, with case file presentation, in order to ensure community protection across multi-agencies as well as the clear development of plans to manage risk within the partnership. Whilst numbers of young people being reviewed within the above two forums is relatively small, nonetheless relevant staff members attend these forums which in addition includes an Operational Manager at the Multi-Agency Public Protection Panel. Furthermore the Head of the Youth Offending Service will also attend the Strategic Shared Priorities Forum within Solihull, as well as the Strategic Anti-Social Behaviour Group, in which strategy and practice is reviewed and developed to manage risk and address offending across Solihull.

Within the Youth Offending Service, there has been a fundamental review of practice, in preparation for the inspection, as well as following the outcome of it. This has included operational management review of the monthly risk meetings, further development of a risk register to monitor and track identified young people, revision of the deter strand of the Prolific and Priority Offender Strategy in line with new Youth Justice Board guidance, as well as a fundamental overhaul of our quality assurance and performance management processes, across all aspects of our practice. Whilst this is in its early days, especially so given the induction of new members of staff to the management team, nonetheless these changes along with developments at regional and national level to develop and improve upon assessment and intervention planning, along with team and staff development will bring about the required changes in practice.

All reports for Court and Panel are quality assured and this process includes all relevant Asset documentation. Similarly this process is reviewed within the initial fortnight of sentence which includes the assessment and intervention planning process. Thereafter there is a monthly audit of 20% of practitioner files within supervision and appraisal, and it is further planned to validate this process through an external review in the autumn. Case files and assessment documentation are countersigned by Operational Managers, which is recorded in the IT system. There has also been a review of our risk management policy within the management team and refresher briefings across the service are planned during forthcoming months, which will be monitored through the monthly supervision process.

Aside from the above, diversity is monitored in respect of the relevant groups of young people, however, there is considerable scope for the routine collation of performance information related to risk, assessments of dangerousness amongst a number of other factors. This is under-developed within the service, due in no small part to the lack of an appropriate dedicated resource to undertake this level of analysis. As the Youth Offending Service moves into a new directorate with dedicated provision, let alone the development of an Integrated Youth Support Service with cross cutting indicators, it is anticipated that such support across the division and directorate will be a factor of service development.

**C4.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
Implementation of integrated Youth Support Service.	To engage in partnership development of performance information across the Integrated youth Support Service.	Implementation of Integrated Youth Support Service.	Head of Integrated Youth Support Service and relevant Heads of other Services including Youth Offending.	January 2009.
Development of assessment skills – Asset/CAF.	Development of training and support programme.	Delivery of programme and support, monitoring of practice within supervision and appraisal with levels of improvement noted.	Head of Youth Offending Service.	Implementation commences 1 <sup>st</sup> October 2008.
Implementation of Integrated Youth Support Service.	Engagement in partnership development across services.	Implementation of Integrated Youth Support Service.	Head of Integrated Youth Support Service and relevant Heads of other services including Youth Offending Service.	January 2009.

**C4.3 Identify – workforce development plans to overcome the risks to continuous improvement**

<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Assessment and intervention planning – including CAF and Lead Professional Role.	Practitioners.	Development of training programme.	Head of Service.	Commences 1 <sup>st</sup> October 2008.

**C4.4 YJB risk to future delivery assessment comments**

## SECTION C5 - SAFEGUARDING

### C5.1 Assess the extent to which the YOS partnership has contributed to keeping children and young people safe from harm

The Youth Offending Service is currently represented at the Local Safeguarding Board by the Chair of the Youth Offending Service Management Board, although from the autumn this will change to become the Director of Education and Children's Services. However, there is direct Youth Offending Service representation at a number of Safeguarding Board sub-groups which include policy and procedures, training, as well as the development and supervision of the virtual team which works with children and young people who pose a risk to others through sexually inappropriate behaviour. This team is managed jointly between the Youth Offending Service and Children's Services division with collaboration and contributions across the multi-agency partnership.

As identified within the earlier section, there has been a significant review of practice pre-dating as well as following the inspection process which has focussed not only upon the management of risk, but also vulnerability and the development of appropriate and timely intervention and management plans. Quality assurance processes have been reviewed, with performance management systems clearly focussed upon appraisal and supervision. Although these revised processes, and their implementation are still relatively new, due to changes within the management team, nonetheless along with developments at regional and national level to improve upon assessment and intervention planning, as well as team and staff development, this will ensure continuity and progression of qualitative practice. These revised monitoring and evaluation processes are inclusive of diversity considerations and performance reporting.

All reports for Court and Panel as noted previously are quality assured which includes all assessment, risk and vulnerability planning documentation. This is reviewed within 10 working days of sentence, and signed to this effect by the Operational Team Manager within the IT system. At monthly supervision there is a 20% case file audit, and there are plans in the autumn to replicate an external review of practice to support this process. In addition our case file audit tool has been revised, to provide feedback to staff as well as provide evidence of performance management and development of targets to achieve effective practice.

There is scope for more routine collation and analysis of performance information related to safeguarding. Currently this remains undeveloped due to lack of resource provision within the service. As noted within the section above as the Youth Offending Service moves into a new division and directorate hopefully this will be addressed.

Over the last financial year the service level agreement with Education and Children's Services has been revised, which comprehensively covers areas of practice as well as identifying review mechanisms in respect of individual young people as well as service developments. Operational and Team Managers are linked across the division, as is the Head of Youth Offending Service and Group Manager within the Education and Children's Services Directorate. This will shortly include a review of and development of practice in relation to Looked After Children who offend, which currently over the past financial year is 2.6% of children and young people who have received substantive disposals. This is below the average for England and Wales, and was similarly achieved within the 2006/2007 financial year.

HMIP noted within the relevant sections that in respect of safeguarding, appropriate liaison was undertaken in all cases of young people subject to custodial sentences who required it. Vulnerability management plans were in place in the overwhelming majority of case files reviewed and plans met assessed needs, with action taken which was appropriate and relevant to the child or young person's needs in all cases. Of those young people who had received community sentences the inspection team noted that the service actively engaged with children's services at the assessment stage to establish the social care status of the young person, and all cases reviewed had been checked. Good levels of liaison were noted and safeguarding was fully and accurately assessed in most cases. Similar positive findings were also identified within the Joint Area Review of

**C5.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
Implementation of Integrated Youth Support Service.	To engage in partnership development of performance information requirements across the Integrated youth Support Service.	Implementation of Integrated Youth Support Service.	Head of Integrated Youth Support Service and relevant Heads of other Services including Youth Offending.	January 2009.
Development of Assessment skills Asset/CAF.	Development of training and support programme.	Delivery of programme and support, as well as the monitoring of practice within supervision and appraisal with levels of improvement noted.	Head of Youth Offending Service.	Implementation commences 1 <sup>st</sup> October 2009.
Establishment of Policy in respect of LAC children who offend.	Development of Policy.	Policy developed and implemented.	Head of Youth Offending Service/Group Manager Education and Children's	April 2009.

			Services.	
<b>C5.3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Assessment Skills.	Practitioners.	Development of training and individual support programme.	Head of Youth Offending Service.	Implementation 1 <sup>st</sup> October 2008.
Continuation of Safeguarding Training.	All Staff.	Staff to attend relevant training and reviewed within supervision.	Head of Youth Offending Service.	This remains ongoing.
<b>C5.4 YJB risk to future delivery assessment comments</b>				

## **SECTION C6 – PUBLIC CONFIDENCE**

### **C6.1 Assess the extent to which the YOS partnership has contributed to improving public confidence in the fairness and effectiveness of dealing with youth crime in the Criminal Justice System**

Across the Solihull partnership a number of consultation events have taken place. Specifically within the context of Crime and Disorder and the Safer Communities Board this has involved multi-agency meetings based within the community as well as surveys across both adults and young people. Indeed the latter has identified that there are similar concerns in respect of both populations, which have focussed upon the fear of crime and anti-social behaviour.

Within the Children and Young People's Trust Board, a working group has been established to better co-ordinate, engage and involve young people across the borough within the development of service provision. This builds upon current good practice and the Youth Offending Service Management Team are represented at this Active Involvement Group, being very keen to learn from and develop practice in respect of the service. This is clearly an identified area of improvement which was noted within the HMIP report, to ensure that our current mechanisms are developed to ensure user involvement and feedback is utilised to inform provision, across the range of services offered. This work remains ongoing, with a clear action plan currently being developed across the partnership.

Over the past year a number of press articles have been released, to identify positively the work undertaken within the service. Again this is something which we need to build upon and develop over the forthcoming year, however this will now link into the Information for Parents, Children and Young People Strategy which is under development within Education and Children's Services, and is inclusive of Integrated Youth Support Services which the Youth Offending Service will shortly be a part.

Feedback from service users' within the HMIP inspection was very positive, and similarly this was replicated by other stakeholders within the report. The quality of our work in Courts and the extent of liaison were similarly noted in feedback to the team of Inspectors, as was information presented to the Youth Offending Service Management Board. Our performance in respect of national standards has continued to be maintained at a high level (4 of which 1 is low 5 is high), and in terms of the national indicators, performance is evaluated and reviewed at a number of strategic boards, as well as within the service and teams to ensure progression is being maintained towards the achievement of targets identified. Details of performance and analysis of information has been presented elsewhere in this report in respect of the current national indicators.

Although geographically large, Solihull is a relatively small authority and due to an overlap of membership at key strategic meetings as well as extremely positive informal working relationships which are developed across the partnership, processes are currently integrated to ensure cross cutting themes and agenda's are established, including national and local performance indicators. This good practice is currently being built upon through a review of the partnership, as well as the establishment of a more robust commissioning process.

Additionally, the Service continues to support the development of practice within the Local Children and Young People's Safeguarding Board, Local Criminal Justice Board, and in respect of the latter, have contributed to the development of an Action Plan to ensure systems are in place to ensure there is swift and speedy administration of justice in accordance with new requirements.

**C6.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
Information Strategy across the Children and Young People's Trust.	To support the development of the strategy.	Strategy completed inclusive of Integrated Youth Support Services.	Head of Integrated Youth Support and Heads of relevant other services including Youth Offending Service.	April 2009.
Use of resources which specifically identify targeted cohorts, and maintain statutory service provision within the Youth Offending Service.	Commissioning based on outcomes and delivery against hot spot areas to targeted groups rather than a generic scatter gun approach.	Development of service provision and use of monies being directed appropriately. Within the context of building on evidence based practice and the achievement of outcomes for children and young people based on national as well as local targets.	Head of Integrated Youth Support Service/Head of Youth Offending Service.	April 2009.
Implementation of Integrated Youth Support Service.	Engagement in partnership development across services.	Implementation of Integrated Youth Support Service.	Head of Integrated Youth Support Service and relevant	January 2009.

			Heads of other Services including Youth Offending.	
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**C6.3 Identify workforce development plans to overcome the risks to continuous improvement**

<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Children's' Workforce Development core competences – assessment and intervention.	Practitioners.	Development of training programme, as well as individual support.	Head of Integrated Youth Support/Head of Youth Offending Service.	April 2009.

**C6.4 YJB risk to future delivery assessment comments**

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## **SECTION C7 – IMPROVING VICTIM SATISFACTION**

### **C7.1 Assess the extent to which the YOS partnership has contributed to improving satisfaction in the Criminal Justice System for those who have been victims of youth crime**

The Service is fully compliant with the Code of Practice for Victims/ Victims Charter and relevant good practice guidance. There is an established process for contacting victims in conjunction with the Youth Crime Officer within the service. The HMIP report noted that feedback from victims identified “that they had found contact with the YOS helpful. The reasons for contact had been explained to them and they had received information about sentences and the rules relating to confidentiality. Almost all had been given a say in how much they wanted to be involved in the work with the child or young person.”

At the end of the 2006/2007 financial year the Service achieved over and above the expected target in terms of victim contact and satisfaction measures. However, following the significant change in the counting rule during the following year, the target of the engagement of victims in what is a voluntary process was not achieved, although of those victims willing to engage satisfaction levels remained high. It is also to be noted that the change in the counting rule also had an adverse impact on our family, west midlands and national averages, each of whom similarly failed to achieve the revised target, although the margin between out-turn and target was smaller than our own. Nonetheless, whilst the engagement of victims remains a key issue nationally, this is an area of practice that this service intends to focus upon during this financial year to support increased levels of participation by victims within the restorative processes which are available within Solihull. As such our policy, procedures and practice will be fundamentally reviewed to ensure appropriate services are being delivered and more detailed user feedback routinely incorporated into service developments, has already been implemented.

Practice involves both direct victim offender mediation, with a structured risk assessment process, as well as indirect methods of restorative practice e.g. shuttle mediation, and the recording of victim’s wishes and views. In addition there are a variety of community reparation projects which are delivered across Solihull, and they have received very positive feedback from the community as well as other statutory and voluntary bodies, e.g. Solihull Community Housing, Environmental Health and Community Safety, Libraries. We are continually working to expand upon this and develop appropriate provision for the delivery of restorative justice within the community.

The chair of the Youth Offending Service Management Board is also the Children and Young People Trust Board champion for the Anti-Bullying and Personal Safety sub-group. A key outcome identified within this sub-group as well as the Children and Young People’s Plan is to reduce the number of young people who themselves are victims of crime, with a clear intention of increasing the proportion of children and young people who feel safe. Work across the Children and Young People’s Trust Board as well as the Safer Communities partnership to address community safety and reduce crime as well as the fear of crime and antisocial behaviour, is integrated across the partnership and is also identified within the national indicator set which is reported upon. Furthermore, there have been various surveys undertaken within the community involving both adults and young people, who have identified similar concerns in respect of crime. This work is being built upon and developed through the Information Strategy, as well as the Active Involvement Group, both of which ultimately report to the Children and Young People’s Trust Board – although it is to be noted that work within these forums is currently in an embryonic stage. Nonetheless, the Youth Offending Service contributes to this across the authority through the totality of its work, in addressing offending behaviour, the prevention and reduction of youth crime, as well as the restorative practice undertaken within the team.

**C7.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
Engagement of victims in what is a voluntary process.	Review policy and practice to ensure all effective means are undertaken to improve engagement of victims – this will include comparison with other services.	Increased levels of victim engagement and continued satisfaction with intervention.	Head of Youth Offending Service.	December 2008.
Victim feedback is utilised to improve and develop services.	Review mechanisms for user satisfaction feedback and incorporate into service reviews.	Victim information reviewed across the service and practice developments established.	Head of Youth Offending Service.	April 2009.
Attendance at Anti-Bullying and Personal Safety sub-group.	Attend Meeting.	YOS participation.	Head of Youth Offending Service.	October 2008.
Implementation of Integrated Youth Support Service.	Engagement in partnership working across the borough.	Implementation of Integrated Youth Support Service.	Head of Integrated Youth Support Service and relevant Heads of other Services including Youth Offending.	January 2009.

**C7.3 Identify workforce development plans to overcome the risks to continuous improvement**

<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Restorative Practice.	Practitioners.	Development of training and monitoring of implementation through supervision and appraisal process.	Head of Youth Offending Service.	December 2008.

**C7.4 YJB risk to future delivery assessment comments**

## SECTION D – BUSINESS CHANGE AND INNOVATION

### D1 Describe the proposed business change or innovation – Criminal Justice: Simple, Speedy, Summary

From April 2008, youth courts across England and Wales will be adopting, through a phased implementation, a revised model of the established court process within the adult magistrates court. Simple Speedy Summary Justice (CJSSS) is based upon three principles:

- better proportionate preparation for first hearing in Court
- ensuring that pleas are heard at first hearing and guilty pleas are dealt with on the day
- contested trials should proceed straight to trial within a reasonable timeframe.

The Referral Order process remains unchanged as most young people are dealt with on their first appearance however the level of change in practice and procedures for each YOS will vary according to their individual agreements and relationship with their local Youth Court.

The Youth Offending Service is part of the Local Criminal Justice Board with Head of Service representation as well as the Chair of the Youth Offending Service Management Board. In addition, an Operational Manager within the service responsible for Courts has also been involved in discussions about the implementation of the revised process – Criminal Justice Triple S, with the development of a Solihull Youth Court Action Plan. This information is being disseminated across the Service which includes feedback in respect of business analysis and process plans, to ensure a speedy implementation and response across all Court services. The Service Level Agreement with the Court has very recently been revised and through access to Service IT systems at Court, staff are able to provide instant information to the Court. Pre-sentence reports to Court are delivered within timescales, as is our ability to respond very quickly to requests for stand down and specific sentence reports.

Communication structures between the Service and Court are noted with an earlier section and as identified within the inspection, as very positive. The Head of Service as well as Operational Managers and staff regularly attend Court User Forums as well as Magistrates Panel meetings to present information, and build upon and develop good practice. In addition a senior Youth Court representative is a key member of the Youth Offending Service Management Board and as such practice is discussed and shared within this forum as well.

### D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Pro-actively respond to CJ-SSS.	Develop an Action Plan.	Development and Implementation of Action Plan.	Head of Service and Operational Team Manager.	September 2008.

<b>D3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Children's workforce development core competency skills, assessment, intervention and report writing.	Practitioners.	Development of training programme.	Head of Youth Offending Service.	Commencement 1 <sup>st</sup> of October 2008.
<b>D4 YJB risk to future delivery assessment comments</b>				

## SECTION D – BUSINESS CHANGE AND INNOVATION

### D1 Describe the proposed business change or innovation – Youth Rehabilitation Order and Youth Justice: The Scaled Approach

Youth Justice: the Scaled Approach is designed to assist youth justice services to direct time and resources to young people appropriately, in accordance with their risk assessment, YOS's will be expected to implement the scaled approach model from April 2009, which will coincide with the introduction of the provisions arising from the Criminal Justice and Immigration Act. The most significant youth justice provision in the Act relates to the Youth Rehabilitation Order (YRO).

The service has identified prior to and during inspection, the need to develop and improve upon the quality of assessments, including risk and vulnerability, as well as the robust performance management of the process within the supervision and appraisal process. This has been replicated across local services as well as nationally by the Youth Justice Board, with national and regional development of training to address and improve upon qualitative assessments and interventions. Work to focus upon this is already established across the Solihull Service, with a review of mechanisms, policy and procedures to ensure this is robust. This will be complimented by our involvement with regional initiatives, of which a focus group will be chaired by an Operational Team Manager from Solihull.

Performance management systems already in place include quality assurance processes at gatekeeping stage for all reports (including breach and revocation), which includes a review of Asset documentation including risk and vulnerability assessment and planning processes. This is recorded on the system to evidence management oversight, and reviews are undertaken within a fortnight of sentence imposition, with a minimum of a quarterly review thereafter. In addition as part of monthly supervision and appraisal processes there is a 20% case file audit, with targets identified which are tracked and monitored thereafter. Again the IT system is updated accordingly, to demonstrate management oversight and the sharing of responsibility for management of interventions and service delivery. In addition to this there is a monthly risk management meeting which has been recently revised, to ensure any issues of concern are managed across relevant partners and any shortfalls identified, which is in addition to service contributions to the Shared Priorities Forum and Multi-Agency Public Protection Arrangements which are in place across the borough.

The recent inspection identified resources within the service were allocated according to risk and need, however this will be further revised through the implementation of the scaled approach. Although currently, the case management team work on a generic basis, during the autumn, practice within the service will be reviewed, to ensure delivery of the scaled approach with the planned implementation of the Youth Rehabilitation Order. This will be supported through training and development identified through the Youth Justice Board Workforce Development Strategy, which this service will support. Discussions have already been held with the Youth Court User Group to ensure engagement of the Service in relevant briefing and training events during forthcoming meetings. This will be replicated with other key stakeholders across Solihull commencing with the Service Management Board in the first instance. Whilst it is to be noted that the Youth Inclusion Support Panel Plus (Prevention), have already introduced a more targeted based/scaled approach to intervention based on risk and need which is identified through the assessment process.

This is a significant change management process, at a time when the Youth Offending Service across the borough is also moving division and directorate, in a yet to be established and developed Integrated Youth Support Service of which Targeted Youth Support provision is one key element. This will be a significant impact upon capacity and structures within what is a small team, with a limited infrastructure of support in respect of other areas of business practice.

**D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks**

<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
Implementation of Integrated Youth Support Service.	Engagement in partnership development across services.	Implementation of Integrated Youth Support Service.	Head of Integrated Youth Support Service and relevant Heads of other services including Youth Offending.	January 2009.
Clarity of Information re YRO/Scaled Approach to ensure effective implementation across the Service.	Manage change process, revised procedures and relevant structures.	Implementation of YRO/Scaled Approach.	Youth Justice Board/Head of Service.	April 2009.

**D3 Identify workforce development plans to overcome the risks to continuous improvement**

<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Change Management.	Staff within Service.	Development of programme to support change.	Head of Youth Offending Service.	Already commenced with consultation events in respect of Integrated Youth Support and Targeted

Scaled Approach – evidence based practice.	Staff within Service.	Development of programme to support change.	Head of Youth Offending Service.	Provision. March 2009.
<b>D4 YJB risk to future delivery assessment comments</b>				

## SECTION D – BUSINESS CHANGE AND INNOVATION

### D1 Describe the proposed business change or innovation – Workforce Development

Due to the new local focus and improved workforce development infrastructure in youth justice services, YOS's will be expected to commission directly from the Open University (OU) using local budgets in 2009–11, maintaining an equivalent level of workforce development opportunities as provided by the YJB during 2008/09.

The Solihull Youth Offending Service has over a number of years identified and delivered a considerable training programme within the service, based upon the business planning cycle and processes within supervision and appraisal. This will continue, and will support the workforce development strategy outlined within the Youth Justice Board three year plan, as well as developments across the children's workforce which are inclusive of the Integrated Youth Support Services.

A large number of staff, including volunteers have accessed Youth Justice Board training at induction/inset, certificate level as well as undertaking the foundation degree. In addition, Operational Managers have accessed the Open University training, as well as undertaken nationally recognised management qualifications, within the authority. We intend to build upon this, and are currently establishing in conjunction with changes within the Service, as well as across Children's Services, a relevant, timely and appropriately financed training plan.

An Operational Manager links exceedingly well with the Regional Training Manager, and is part of ongoing developments to establish training provision within the service as well as across the region. This has included, the further development of the mentoring programme which has been certificated through the Institute of Learning and Management, as well as progressing implementation plans in respect of Asset improvement. This level of involvement will increase, and be supportive of regional developments across the service, in respect of Youth Justice board initiatives.

### D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Financing of training programme in conjunction with other workforce changes and requirements e.g. Integrated Youth Support Service.	Develop a training plan based on the Youth Justice Board Workforce Development Strategy, which includes financial considerations, in addition to other workforce training and development plans.	Itemised training programme.	Head of Integrated Youth Support Service and Head of Youth Offending Service.	December 2009.

<b>D3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Development of training programme.	Youth Offending Service.	Development of Programme.	Head of Youth Offending Service.	December 2009.
<b>D4 YJB risk to future delivery assessment comments</b>				

## **SECTION E1 – WORKFORCE DEVELOPMENT**

### **E1.1 Assess the extent to which the YOS Workforce Development Strategy has helped the YOS partnership to effectively manage risks to future delivery**

An audit of the workforce has been identified within an earlier section of this report, and across gender, age and ethnicity is proportionate to the borough population. Within the monthly supervision and appraisal process individual and workforce development is identified which links to the team, service and business planning process, based on our strategy and vision to prevent and reduce youth crime. This information is formulated into a training plan, which within this financial year will, given the HMIP Inspection, continue to focus upon assessment and intervention planning, including risk and vulnerability to ensure practice continues to develop, and appropriate services are targeted and delivered to prevent offending. This will be consolidated through the continuation and review of management processes and procedures to ensure robust performance management within the service, developments which will be supported by management training, locally, and regionally as well as through the Open University – Youth Justice Board.

The Youth Offending Service contributes to Local Safeguarding Board training budgets and as a consequence of this is able to access a wide range of training across the partnership. In addition other agencies which make up the Youth Offending Service, support staff through specific professional development for example Connexions, Education Welfare Service as well as training provided for PCT staff (Primary Care Trust). In addition there is collaboration across services to develop specific provision e.g. Assessment and Lead Professional Training (CAF – Common Assessment Framework), work with young people who commit sexual offences, and the specialised training which was purchased through the Safeguarding Board, which will be replicated again within this service during the financial year.

There is an established and detailed induction programme for all staff within the Youth Offending Service, which builds upon a baseline established within the Local Authority. As noted elsewhere within the plan there is a structured process of supervision and appraisal within the service, which is regular, and is based upon the management of performance, with the identification of targets and objectives which are reviewed within the business planning and appraisal cycle. The inspection noted high levels of staff satisfaction with this process, and was well regarded as “a mechanism for accountability and individual support”. The management team in addition received positive feedback in respect of this process and their management of “pockets” of under-performance across the service.

Over the past year there has been a significant recruitment and training programme for volunteers who contribute significantly to the work of the Service through a number of areas which include Appropriate Adults, Panel Members as well as Mentors. The revised Youth Justice Board training programme has been delivered on a number of occasions and in addition to this, volunteers have undertaken additional accreditation which has received regional and national recognition through the Learning and Skills Council.

Through the Children’s Workforce Development Strategy and the delivery of Integrated Services as well as Integrated Youth Support Services/Targeted Youth Support, a training programme is being developed, having regard to career pathways for staff working with children and young people. However, this remains ongoing across the partnership, with plans currently being established.

**E1.2 Identify risks to workforce development and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
Financing of training programme in conjunction with other workforce requirements, changes and developments.	Develop a training plan based on Youth Justice Board Workforce Development Strategy, in addition to other workforce training.	Development of an itemised plan.	Head of Integrated Youth Support Service and relevant Heads of other Service's including Youth Offending.	December 2009.
Existing specialist skills within the Youth Offending Service/Criminal Justice context, and professional competence continued to be developed and valued.	Develop a training plan based on Youth Justice Board Workforce Development Strategy, in addition to other workforce training, alongside transition into integrated Youth Support Services.	Staff to continue to receive training relevant to their professional needs and delivery of Youth Offending Service priorities, as well as those within Integrated Youth Support Services.	Head of Integrated Youth support Service and Head of Youth Offending Service.	October 2009.

**E1.3 YJB risk to future delivery assessment comments**

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## SECTION E2 - RISK TO FUTURE DELIVERY ASSESSMENT SUMMARY

### E2.1 Comments from risk to future delivery assessment from YOS management board chair

This has been an extremely busy year for Solihull YOS and its staff with a major inspection carried out by HMIP and JAR (Her Majesty's Inspectorate of Probation and the Joint Area Review). The inspection highlighted a number of strengths and in particular the commitment and enthusiasm of staff. It was also noted that staff were well supported through supervision and training. Strengths were also noted in the key areas of direct work with young people and their parents/carers. Whilst areas for improvement were identified in respect of vulnerability and safeguarding issues and in respect of the consistent application of the Risk of Serious Harm Policy. Improvements were also required in respect of strengthening links with the Education and Children's Services Directorate and in relation to work with victims and involvement of service users. These issues are being addressed through an action plan the contents of which the HMIP have approved and will be monitored by the Board, whilst in respect of the strengthening of links between the Youth Offending Service (YOS) and Children and Education Services this will be facilitated by the Service moving to be part of that Directorate from the 1<sup>st</sup> September 2008.

In respect of the Board itself we have strengthened both the membership, with the Strategic Director for Education and School Improvement having become a member and the focus upon performance, especially in respect of children missing education. There are strong links via the Chair with both the Safeguarding and Children and Young People's Trust Boards and with the Safer Communities Strategic Group (CDRP).

Overall performance within the past financial year has been maintained with Solihull remaining at a level 3 banding. This is consistent with our family, West Midlands and National averages. We have continued to exceed our target to reduce first time entrants to the criminal justice system, although and following the introduction of the 12 month cohort are slightly above our re-offending target in two of the four cohorts namely pre-court and first tier. These are areas of practice which we are and will continue to develop, and I am confident will improve upon.

The YOS has continued to make a significant contribution to partnership work and the wider community safety agenda playing a key role in the Children and Young People's Trust at both an Operational and Strategic level, and in respect of the CDRP by leading on youth offending issues, anti-social behaviour and prevention. At a local level Youth Offending Service staff are well linked into joint Neighbourhood Policing and Neighbourhood Management planning and delivery, and through our Community Tasking process to the identification and tackling of emergent trends. Youth Offending Service staff also play a lead role in the Strategic Priorities Forum in respect of young persistent offender's and in the Multi-Agency Public Protection Arrangements (MAPPA).

In respect of risks to future delivery the next year will be one of considerable change for the staff and managers of the Youth Offending Service. The development of IYSS and TYSS (Integrated Youth Support Service and Targeted Youth Support Service) of which the Youth Offending Service sitting within the Children and Education Directorate will be a part, remains at a relatively early stage of development which makes it difficult to comment in any detail upon potential risks to delivery.

It should be noted however that in moving to a locality based framework in delivery of IYSS and TYSS and in such a relatively small team, there could potentially be issues of resilience were the team to be fragmented in any way and thus risks to the management of risk and vulnerability. This will be very carefully monitored by the Board as the approach to TYSS is further developed and rolled out. Another potential area of concern is that the YOS in addition to its requirement to address the 5 outcomes of Every Child Matters, has a public protection function related to the nature of its work and the levels of risk that at any point staff may be managing. This may not be widely understood outside of the Service but will nonetheless need to inform the ways in which YOS staff engage with and work with their peers and partners within the wider sphere of IYSS.

There is much to be gained in improved outcomes for young people by the development of an integrated approach to the delivery of services and by

increasing their levels of participation in the development and delivery of services. We cannot however lose sight of the other stakeholders within the criminal justice system to which the YOS is equally accountable, nor our focus on public protection.

## E2.2 YJB risk to future delivery summary comments

## E2.3 Review and sign-off

<b>Name:</b>	Mark Rogers <i>SA Mark Rogers</i>	<b>Job Title</b>	Chief Executive	<b>Date</b>	26.08.08
<b>Name:</b>	Anne Plummer <i>A. Plummer</i>	<b>Job Title</b>	Director Education and Children Services	<b>Date</b>	22.08.08
<b>Name:</b>	Rachel McArthur <i>R. McArthur</i>	<b>Job Title</b>	Head of Children's Health Services	<b>Date</b>	09.09.08
<b>Name:</b>	Gordon Scobbie <i>G. Scobbie</i>	<b>Job Title</b>	Chief Superintendent West Midlands Police	<b>Date</b>	26.08.08
<b>Name:</b>	Jane Connelly <i>Jane Connelly</i>	<b>Job Title</b>	District Manager West Midlands Probation Service	<b>Date</b>	12.08.08
<b>Name:</b>	Margaret Burney <i>M. Burney</i>	<b>Job Title</b>	Deputy Justice Clerk	<b>Date</b>	26.08.08
<b>Name:</b>	Ann Habens <i>A. Habens</i>	<b>Job Title</b>	Chair of YOS Management Board	<b>Date</b>	12.08.08
<b>Name:</b>	Alan Michell <i>A. Michell</i>	<b>Job Title</b>	Deputy Chair of YOS Management Board	<b>Date</b>	12.08.08