



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:

Wirral

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Foreword

This Core Case Inspection of youth offending work in Wirral 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 we have judged how often the Public Protection and the Safeguarding aspects of the work were done to a sufficiently high level of quality. Our findings will also feed into the wider annual Comprehensive Area Assessment process.

We judged that the Safeguarding aspects of the work were done well enough 58% 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 53% of the time, and the work to make each individual less likely to reoffend was done well enough 55% 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.

The Wirral YOS had recently moved to new, much improved accommodation, which had given it the scope to expand on the range of provision for children and young people. There was also a stable and committed management team that was aware of the deficiencies in service delivery, and were taking steps to deal with them.

Overall, we consider this a somewhat disappointing set of findings. However, we believe that if an improvement plan is drawn up to address our recommendations, and then actioned, there are reasonable prospects for improvement.

Andrew Bridges
HM Chief Inspector of Probation

August 2009

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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.

Safeguarding score:	
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.	
Score: 58%	Comment: SUBSTANTIAL improvement required

Public Protection – Risk of Harm score:	
This score indicates the percentage of <i>Risk of Harm</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.	
Score: 53%	Comment: SUBSTANTIAL improvement required

Public Protection - Likelihood of Reoffending score:	
This score indicates the percentage of <i>Likelihood of Reoffending</i> work that we judged to have met a sufficiently high level of quality.	
Score: 55%	Comment: SUBSTANTIAL improvement required

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.

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, including an analysis of offending behaviour, using Asset, is completed when the case starts (YOS Head of Service)
- (2) 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, as indicated by the initial screenings (YOS Head of Service)
- (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 young person's wellbeing, to make him/ her less likely to reoffend, and to minimise any identified *Risk of Harm to others* and increase victim safety (risk management and vulnerability management plans) (YOS Head of Service)
- (4) assessment of *Risk of Harm*, and the plan of work with the case, are both regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services (YOS Head of Service)
- (5) compliance by the young person with the court's sentence or post-custodial licence is properly recorded and enforcement action is taken in accordance with national standards (YOS Head of Service).

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

Fifteen children and young people completed a questionnaire for the inspection.

- ◇ All except one respondent who answered the questionnaire knew why they had to attend the YOS. All knew what was expected of them and what would happen if they failed to attend. All the children and young people felt that their worker was interested in them and that the YOS did their best to help them.
- ◇ All of the children and young people felt that the YOS staff listened to them and all but one who answered the questionnaire reported that YOS staff had taken action to deal with issues they had raised.
- ◇ Twelve (80%) of the respondents recalled completing either a *What do YOU think?* or another form about themselves.
- ◇ Eleven respondents said that the YOS had helped them understand their offending; ten said that they had been helped to make better decisions; six had been helped to access training and five children and young people felt happier as a result of the work carried out by the YOS.
- ◇ Three-quarters of the respondents felt that they were less likely to reoffend as a result of their involvement with the YOS.
- ◇ All respondents expressed some satisfaction with the YOS, with almost three-quarters recording that they were completely satisfied with the service they had received.
- ◇ One young person commented:
"Thank you for the YOS help and support."

Victims

Unfortunately, only two questionnaires were completed by victims of offending by children and young people.

- ◇ Both respondents said that they were completely satisfied with their contact with the YOS and, in the one relevant case, the YOS had paid full attention to their safety.

Sharing good practice

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

Assessment and Sentence Planning

General criterion: 1.1

On release from custody, Lee's case manager assessed him as posing a very high *RoH to others* and convened a risk management meeting. Because of his behaviour, the classification was reduced to high and then medium. Lee was then involved in an argument in the street. In view of this, the case manager reconvened the risk management meeting and the classification was returned to high and contact with Lee increased. This was a good example of a worker making judgements and taking action based on dynamic factors in relation to the young person's *RoH to others*.

Delivery and Review of Interventions

General criterion: 2.2

David was the subject of an ISSP. His mother had recently died. As part of the reparation element of his ISSP, David suggested that he would raise money for a charity that supported work around heart disease, the condition from which his mother had died. David raised a considerable sum of money for the charity and was able to hand it over at a special presentation. This was an excellent example of a case manager using her imagination to motivate and encourage a child or young person.

Outcomes

General criterion: 3.1

Michael's attendance at the YOS became erratic and, after a failure to report, a 'breach meeting' was convened that Michael, his parent, the case manager and her line manager attended. This gave Michael an opportunity to explain why he had failed to comply. Michael said that his loss of accommodation had meant he found it difficult to report. The meeting decided that help with his accommodation was crucial and that he would not be taken back to court but issued with a final warning. The YOS were able to secure Michael's compliance, whilst leaving him in no doubt of the consequences if he did not take the opportunity given.

1. ASSESSMENT AND SENTENCE PLANNING

1.1 Risk of Harm to others:

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:

60%

Comment:

MODERATE improvement required

Strengths:

- (1) A *RoH* screening had been completed in 81% of cases. A full *RoSH* assessment had been completed in 75% of cases where the need was indicated and completed on time in 67%. Inspectors agreed with the *RoH* classification in 90% of cases.
- (2) In 75% of cases the *RoSH* assessment drew adequately on all appropriate information, including MAPPA, other agencies' and previous assessments and information from victims.
- (3) In the eight cases where a RMP had been written, they were of sufficient quality in seven cases and completed on time in six. All except one of the RMPs had been countersigned.
- (4) The initial assessment had been reviewed at appropriate intervals in 77% of cases.

Areas for improvement:

- (1) We judged that where a *RoH* screening had been done, 30% had not been completed on time and 37% were not of sufficient quality. In some cases more attention needed to be paid to details of previous offending.
- (2) The *RoSH* assessment was insufficient in 31% of cases, either because diversity or victim issues had not been considered properly or that there had been an incorrect classification of *RoH*. In a number of cases inspectors took the view that the *RoH* had been overstated.
- (3) The *RoSH* assessment had not been completed on time in 33% of cases.
- (4) A RMP was prepared in only eight out of 28 cases where it was required

(29%). The main deficit was that YOS workers had not produced RMPs on cases assessed as presenting a medium *RoH*. A policy had recently been introduced that required staff to do this, but most of the cases in the inspection sample pre-dated this policy directive.

- (5) For children and young people who were involved with social care as well as the YOS, there was evidence of a well managed programme of risk management meetings led by the independent reviewing officer that the YOS worker attended. Copies of the action plans that came out of this system were on YOS files, but the information needed to be transferred to the relevant RMP section of YOIS, in order that there was no doubt about the responsibility of the YOS in each case.
- (6) Where there was no requirement for a RMP, the need for planning for *RoH* issues had been recognised in only four out of 14 cases (29%), and acted upon in three out of 13 (23%).
- (7) There were only two cases that had been referred to MAPPA and inspectors took the view that the MAPPA category and level was accurate and appropriate in only one of the cases. In neither case was the referral to MAPPA timely. In addition, there were a further three cases in the sample that inspectors considered should have been referred to MAPPA but this had not happened.
- (8) Details of the RoSH assessment and management had been appropriately communicated to all relevant staff and agencies in only 50% of cases, and effective management oversight of *RoH* assessment was not evident in 64% of cases.

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>54%</p>	<p>Comment:</p> <p><i>SUBSTANTIAL improvement required</i></p>

Strengths:

- (1) An initial assessment of LoR had been completed in 95% of cases. There was active engagement with the child or young person to carry out the assessment in 68% of cases.
- (2) In eight out of the nine relevant cases (89%) the initial assessment had been

forwarded to the custodial establishment within 24 hours.

- (3) In 92% of cases there was an intervention plan or referral order contract.
- (4) The intervention plan reflected the sentencing purposes in 72% of cases and reflected national standards in 76%.

Areas for improvement:

- (1) The assessment of LoR was insufficient in 47% of cases. Whilst, for the most part, assessments were completed on time, there was a lack of analytical rigour in many. In 16 cases there was a failure to adequately identify criminogenic factors and, in 15 cases, there was unclear or insufficient evidence about the child or young person's circumstances in the documentation. In some cases the scores in Asset did not reflect what had been identified as criminogenic factors.
- (2) In a small number of cases emotional and mental health issues and post-16 education and training needs had not been identified.
- (3) Although staff had access to a learning styles questionnaire, it was not used consistently. In 80% of cases the YOS worker had not assessed the learning style of the child or young person and in 65% *What do YOU think?* had not informed the initial assessment. Parents/ carers were actively engaged in the assessment in only 60% of cases.
- (4) In relevant cases there had been limited contact with, or use made of previous assessments from, children's social care services (33%) or ETE providers (35%).
- (5) Intervention plans did not sufficiently address offending-related factors in 37% of cases. Whilst some factors were well covered, for example thinking and behaviour and attitudes to offending (85% and 83% of cases respectively), other factors were not adequately included in the plan. The most notable shortfall was family and personal relationships (34%). Other factors that required attention in plans included neighbourhood, perception of self and others and lifestyle.
- (6) The intervention plan gave a clear shape to supervision in only 59% of cases, focused on achievable change in 67% and set relevant goals within realistic timescales in 59%.
- (7) Intervention plans integrated RMPs in only 21% of cases. Plans incorporated the child or young person's learning needs and style in less than one-fifth of the relevant cases. 54% of plans took into account Safeguarding needs and the same proportion included positive factors. However, in relation to positive factors, in a number of cases there was a need for case managers to identify how they would support and build on the factors that might contribute to desistance from crime, for example the existence of a supportive family and social network.
- (8) Interventions in the plan were not sufficiently well prioritised according to *RoH* in 45% of cases; not sequenced according to offending-related need in 49%; insufficiently sensitive to diversity issues in 65%; and not mindful of victim issues in 53%.

- (9) The child or young person had not actively and meaningfully been involved in the planning process in 42% of cases and parents/ carers had not been actively and meaningfully involved in 51%.
- (10) Whilst there was evidence that secure establishments had been actively and meaningfully involved in the planning process where necessary, there was a much more variable picture in terms of other external agencies. For example, children’s social care services had only been involved in nine out of the 14 cases where they had had an involvement with the child or young person. Similarly, physical health services had only been involved in the planning in two out of the six relevant cases.
- (11) Only 58% of plans had been reviewed at the appropriate intervals.

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: 56%	Comment: <i>SUBSTANTIAL improvement required</i>

Strength:

- (1) In 86% of cases an Asset vulnerability screening had been completed and in 79% of cases it had been completed on time.

Areas for improvement:

- (1) The Asset vulnerability screening was judged to be of an insufficient standard in 52% of cases. Inspectors took the view that, in a number of cases, there was evidence of vulnerability, for example risky behaviour within the context of a child or young person drinking excessively, which was not identified in the screening.
- (2) Safeguarding had been fully and accurately reviewed in 59% of the inspection sample.
- (3) Inspectors made the judgement that there should have been a VMP in 23 cases (37% of the sample), whereas in practice we found that only 17 (26%) had had one. All these plans, however, were timely and completed to a sufficient standard.
- (4) For cases where children’s social care services were involved, the

vulnerability plans that came from the risk management meeting arrangements, whilst available on the case file, had not been integrated into the YOIS system.

- (5) The VMP did not contribute to or inform interventions and other plans, where applicable, in 78% and 75% of cases.
- (6) A contribution had been made, through the CAF to other assessments and plans designed to safeguard the child or young person in nine out of 22 cases. Copies of other plans (care pathway, protection) were found in ten out of 23 relevant case files.
- (7) There was effective management oversight of the vulnerability assessment in 42% of cases.

OVERALL SCORE for quality of Assessment and Sentence Planning work: 55%

COMMENTARY on Assessment and Sentence Planning as a whole:

The inspection team noted significant variations in the quality of assessments and plans produced. The management team were aware of this issue and had taken steps to provide training for staff in assessment and planning and it was apparent that some of the more recent assessments and plans were of a better quality than older ones. The management of *RoH* in a number of cases required improvement and, in particular, the need to ensure that all relevant cases had a RMP. A new policy had been introduced in January 2009 that clarified the policy and practice of the YOS with regard to the management of *RoH*; despite this there remained some uncertainty amongst staff about what was required of them.

2. DELIVERY AND REVIEW OF INTERVENTIONS

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

General Criterion:

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

Score:

49%

Comment:

SUBSTANTIAL improvement required

Strengths:

- (1) In 79% of community and custody cases appropriate resources had been allocated according to the assessed *RoH* throughout the sentence.
- (2) Case managers and other relevant staff contributed effectively to multi-agency meetings on *RoH* presented by children and young people in custody; this was judged effective in 11 out of 12 relevant cases (92%).

Areas for improvement:

- (1) *RoH to others* had been reviewed no later than three months from the start of sentence in 55% of cases, although in cases where a further review was required, this had taken place in 67%. In only five out of 11 cases (31%) was *RoH* reviewed after a significant change such as a move out of stable accommodation by the child or young person. In five out of nine relevant cases (56%) *RoH* had been reviewed at appropriate points in the custodial sentence.
- (2) In cases where there were changes in *RoH* or acute factors they had been anticipated whenever feasible in only 29% of cases, identified swiftly in 40% and acted on appropriately in just 33% of cases.
- (3) There was evidence that some case managers did not fully understand the MAPPA processes and, in two cases, they were found not to have been used effectively.
- (4) Whilst we found some good examples of engagement with children and young people through home visits, this practice was not systematic. Purposeful home visits had been carried out throughout the course of the sentence in accordance with the level of *RoH* posed and Safeguarding issues

in only 58% of cases.

- (5) A full assessment of the safety of the victim had been carried out in only ten of the 37 applicable cases (27%). A high priority had been given to victim safety in just 11 out of 26 relevant cases (31%).
- (6) Specific interventions to manage *RoH* were identified in 63% of relevant community cases and in 50% of custody cases. A significant omission in a number of cases was the failure to take into account a curfew as a restrictive intervention that could contribute to a reduction in *RoH*. Intervention plans incorporated factors identified in RMPs in three out of the 15 relevant community cases and in two out of the six relevant custody cases. Interventions had been delivered to plan in 34% of the community cases and in 43% of the custody cases where there had been an assessed need.

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>55%</p>	<p>Comment:</p> <p><i>SUBSTANTIAL improvement required</i></p>

Strengths:

- (1) In 84% of cases appropriate resources had been allocated according to the assessed LoR throughout the sentence.
- (2) The YOS worker was judged to have actively motivated and supported the child or young person in 74% of community and 73% of custody cases. Where appropriate, the worker had actively engaged the parents/ carers in three-quarters of cases. In one instance the case manager had taken a parent to see her son in custody and used the car journey to constructively engage with her about how to cope with her son on release.
- (3) Throughout the sentence the YOS worker reinforced positive behaviour in 72% of community cases and 75% of custody cases.

Areas for improvement:

- (1) Good quality interventions had not always been delivered. In only 41% of cases had interventions been implemented in line with the intervention plan; only 40% were appropriate to the learning style of the child or young person and were of good quality in 35%. They were designed to reduce reoffending

in 58%; sequenced properly in 42%; reviewed appropriately and sensitive to diversity issues in 38%. In addition, there was little evidence that, for children and young people designated as PPOs, the interventions were consistent with that status.

- (2) Some children and young people had been seen by a number of different workers during the course of supervision when they were referred by the case manager to a supervision centre for a specific intervention. On some occasions this had worked well, but in a number of cases the quality of the work carried out in the centre had not been well recorded or monitored by the case worker and, as a result, was judged insufficient by inspectors.
- (3) Wirral YOS had appropriately been involved in the review of interventions in custody in seven out of 12 cases.
- (4) In a minority of cases there were insufficient resources to address thinking and behaviour and attitudes to offending.

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>59%</p>	<p>Comment:</p> <p><i>SUBSTANTIAL improvement required</i></p>

Strengths:

- (1) In seven out of eight relevant custody cases (88%) there was evidence that all necessary and immediate action had been taken to safeguard and protect the child or young person. In five out of six custody cases (83%) all immediate action had been taken to safeguard other children and young people. In 86% of custody cases and 74% of community cases all necessary Safeguarding referrals had been made to other relevant agencies.
- (2) In the community cases where a specific intervention to promote Safeguarding had been identified, this had been incorporated in four out of the five VMPs (80%).
- (3) In the majority of cases other YOS workers and relevant agencies worked together to promote the Safeguarding and wellbeing of children and young people in custody and in the community. The links with secure establishments were particularly strong in relation to Safeguarding.
- (4) In all three applicable cases YOS workers and other relevant agencies had

worked together to ensure continuity in the provision of mainstream services in the transition from custody to the community. Similarly, in four out of five relevant cases the YOS workers and children's social care services had worked together effectively. However, the position was less encouraging in relation to emotional and mental health services where the figure was four out of seven.

- (5) All relevant staff were judged to have supported and promoted the wellbeing of the child or young person in 83% of custody cases and 75% of community cases.

Areas for improvement:

- (1) There was evidence that all necessary and immediate action to safeguard and protect the child or young person had been taken in only 25 out of 36 relevant community cases (69%). In 15 out of 23 relevant community cases (65%) all immediate action had been taken to safeguard other children and young people.
- (2) Specific interventions to promote Safeguarding had been identified in 56% of relevant community cases; delivered in 51%; and reviewed every three months in 40% of cases. Specific interventions were identified in 43% of relevant custody cases; incorporated interventions identified in the VMP in 50%; were delivered in 57%; and reviewed every three months in less than two-thirds of cases.
- (3) There had been effective management oversight of Safeguarding and vulnerability needs in 63% of custody cases but only 33% of community cases.

OVERALL SCORE for quality of Delivery and Review of Interventions work: 55%

COMMENTARY on Delivery and Review of Interventions as a whole:

In February 2009 the YOS had moved to new, much improved accommodation in a different area of Wirral. The move had been well managed, but inevitably there had been some disruption to service delivery. Most notably children and young people had to come to an unfamiliar location and this had had some impact on engagement and compliance. The new location offered scope for the YOS to develop its range of interventions. One approach that had been adopted in the interests of efficiency and effectiveness was the use of a supervision centre, staffed by a number of different, mainly sessional staff, who provided interventions at the request of a case manager. Whilst this approach had the potential to evolve and develop, it was difficult to see how it improved efficiency, as most of the interventions were delivered on a one-to-one basis and some of the interventions lacked rigour, (for example, there was an over-reliance on paper exercises with children and young people). In addition, there was not always effective communication between centre staff and case managers about the content and the impact of the interventions carried out.

3. OUTCOMES

3.1 Achievement of Outcomes:

General Criterion:

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

Score:

51%

Comment:

SUBSTANTIAL improvement required

Strength:

- (1) In cases where there had been a reduction in criminogenic factors these most frequently related to lifestyle, 15 out of 19 (82%), substance misuse 14 out of 17 (82%) and thinking and behaviour 14 out of 23 (62%).

Areas for Improvement:

- (1) *RoH* had been successfully managed in only 50% of cases.
- (2) *LoR* had been reduced in 39% of cases.
- (3) The child or young person had not complied with the requirements of the sentence in 32 cases out of 61. Where the child or young person had not complied, enforcement action had been taken sufficiently well in 14 cases (44%).
- (4) There had been no reduction in the frequency of offending and seriousness of offending in 55% and 56% of cases respectively.
- (5) In 20 out of 33 cases where there was an assessed risk factor linked to the child or young person's Safeguarding, there had been no reduction in those risk factors. Inspectors considered that all reasonable action had been taken to keep the child or young person safe in only 32 out of 42 cases.

3.2 Sustaining Outcomes:

General Criterion:

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

Score:

57%

Comment:

SUBSTANTIAL improvement required

Strength:

- (1) Full attention had been given to community integration issues during the custodial phase of the sentence in eight out of nine relevant cases (89%) and action had been taken during the custodial phase to ensure that positive outcomes were sustainable in seven out of ten cases (70%).

Area for improvement:

- (1) For children and young people supervised in the community, full attention had been given to community integration issues and action taken to ensure that positive outcomes were sustainable in 22 out of 42 cases (52%) and 20 out of 29 cases (51%) respectively.

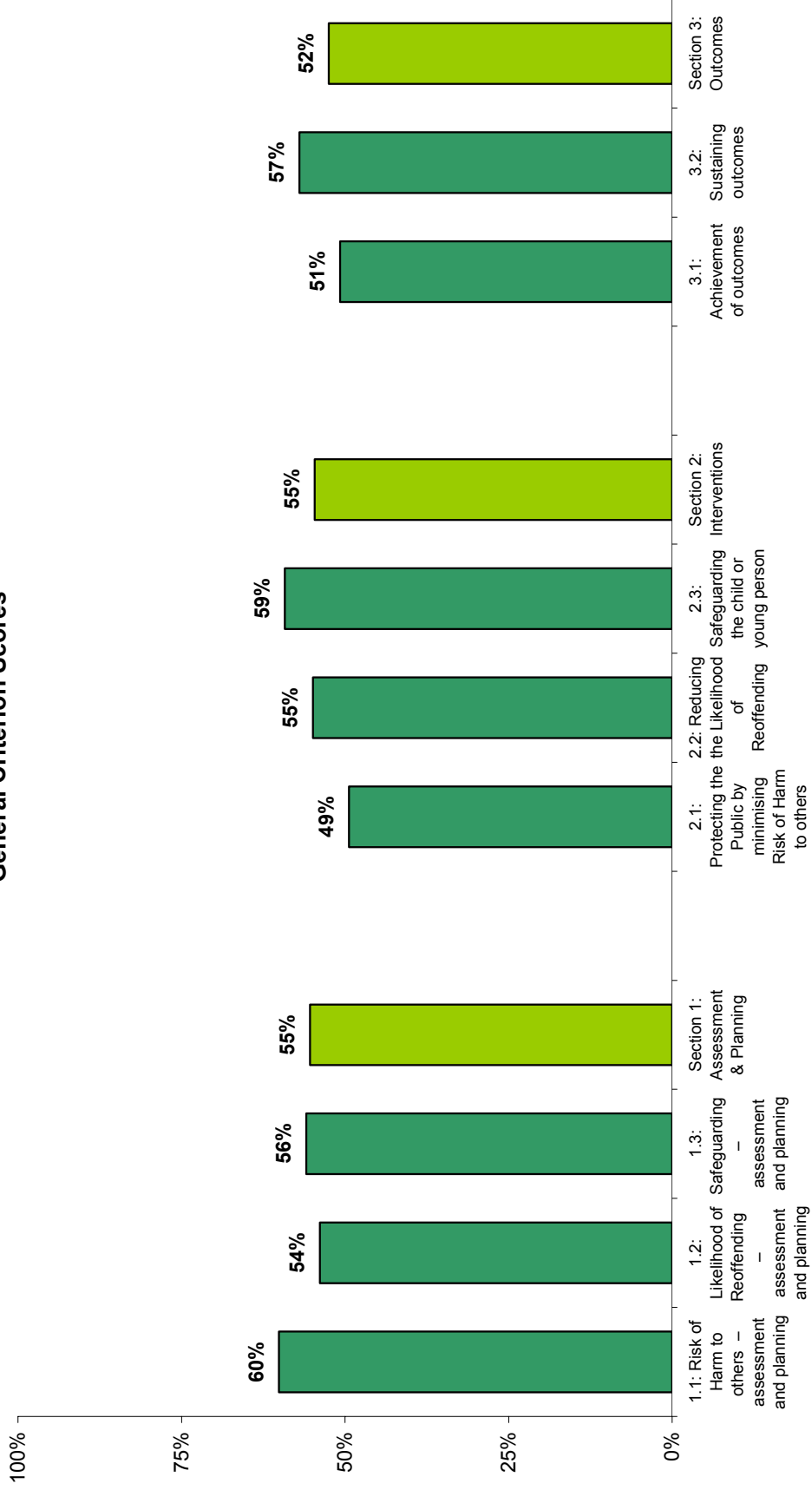
OVERALL SCORE for quality of Outcomes work: 52%

COMMENTARY on Outcomes as a whole:

Outcomes were difficult to demonstrate and this remained a challenge for YOS staff. Improvements in criminogenic factors as demonstrated by Asset scores were visible in a minority of cases. However, inspectors took the view that, in some cases, the reason for this was that the initial Asset assessments were inaccurate and this had impacted on the quality of the subsequent review. In addition, the intervention plans often lacked clear outcome-focused objectives that could be evaluated over time.

Appendix 1: Summary

Wirral CCI June 2009 General Criterion Scores



Appendix 2: Contextual information

Area

Wirral YOS was located in the North-West region of England.

The area had a population of 312,293 as measured in the Census 2001, 11.5% of which were aged ten to 17 years old. This was slightly higher than the average for England/ Wales, which was 10.4%.

The population of Wirral was predominantly white British. The population with a black and minority ethnic heritage 1.7% was below the average for England & Wales of 8.7%.

Reported offences for which children and young people aged 10 to 17 years old received a pre-court disposal or a court disposal in 2008/ 2009, at 47 per 1,000, were below the average for England/ Wales of 53.

YOS

The YOS boundaries were within those of the Merseyside police and probation areas. The Wirral PCT covered the area.

The YOS was located within the social inclusion branch of the Children and Young People's Department. It was managed by the Director of the Children and Young People's Department.

The Youth Justice Management Board was chaired by the Director of the Children and Young People's Department.

The YOS headquarters was in Wallasey. The operational work of the YOS was based in the same building. ISSP was provided in-house.

YJB Performance Data

The YJB summary of national indicators available at the time of the inspection was for the period April 2008 to March 2009.

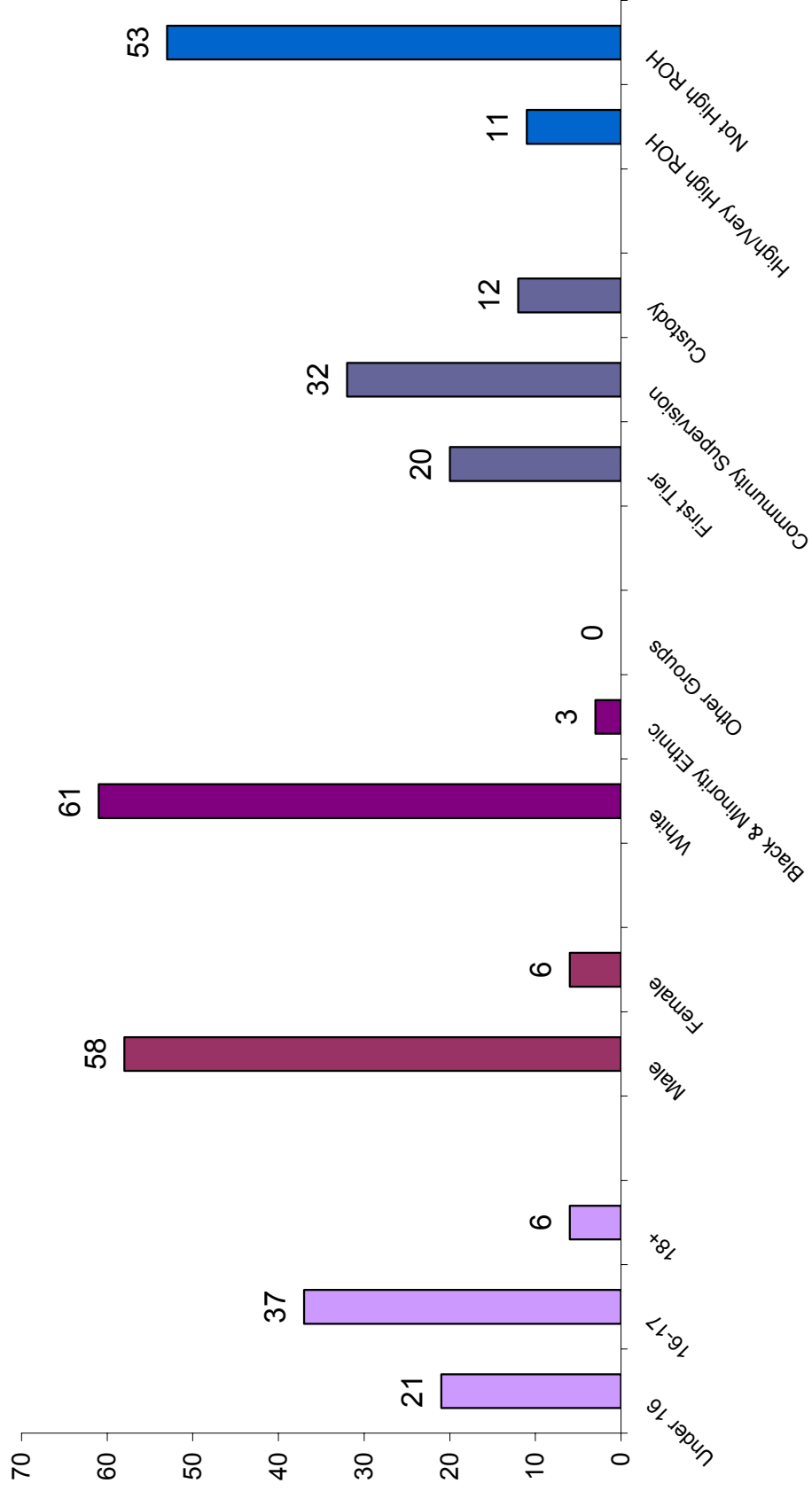
Wirral's performance on ensuring children and young people known to the YOS were in suitable education, training or employment was 82%. This was a slight decline on the previous year, but above the England average of 72.4%.

Performance on ensuring suitable accommodation by the end of the sentence was 98.2%. This was an improvement on the previous year and better than the England average of 95.3%.

The "Reoffending rate after 9 months" was 104%, better than the England average of 85% (see Glossary).

Appendix 3a: Inspection data chart

Case sample information: Wirral



Appendix 3b: Inspection data

Fieldwork for this inspection was undertaken in June 2009.

The inspection consisted of:

- ◇ examination of practice in a sample of 64 cases, normally in conjunction with the case manager or other representative
- ◇ evidence in advance
- ◇ 17 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/inspectorates/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	Employment, training and education. Work to improve an individual's learning, and to increase their employment prospects
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>.</p> <p>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.</p> <p>NB. Both types of intervention are important</p>
ISSP	Intensive Supervision and Surveillance Programme – this intervention is attached to the start of some orders and licences and provides initially at least 25 hours programme contact including a substantial proportion of employment, training and education
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
"Reoffending rate after 9 months"	A measure used by the Youth Justice Board. It indicates how many further offences are recorded as having been committed in a 9-month period by individuals under current supervision of the relevant YOT, and it can be either more or less than 100%. "110%" would therefore mean that exactly 110 further offences have been counted as having been committed 'per 100 individuals under supervision' in that period. The quoted national average rate for England in early 2009 was 85%
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 'Risk of Harm' enables the necessary attention to be given to those offenders for whom lower <i>impact/ severity</i> harmful behaviour is <i>probable</i>
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 wellbeing 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