

Cabinet

22 January 2018

Youth Justice Service Inspection – Published December 2018

Recommendations

- 1) That Cabinet notes that the Youth Justice Service Inspection resulted in an overall rating of Good with some elements rated outstanding.
- 2) The Cabinet commends the staff of the service on the outcome and approves the continuing work on the Inspection Improvement Plan which will be monitored by the Youth Justice Chief Officer Board.

1.0 Background

- 1.1 Youth Offending Teams were established by the Crime and Disorder Act 1998 when it was mandated that each Local Authority area had a responsibility to ensure that arrangements were in place to deliver multiagency youth justice services. As part of the ongoing cycle of performance management and central oversight of those services, Her Majesty's Inspectorate of Probation (HMIP) were appointed as the lead agency to conduct inspections on a cyclical basis in each youth justice delivery area. The fieldwork for the most recent inspection of the Warwickshire YJS occurred in the first week of October 2018 with the final report published early December 2018.
- 1.2 The Warwickshire notification for inspection was received at a relatively early stage in the current cycle of Single Agency Inspections. However, this call had been expected, given that the last inspection had occurred as long ago as 2012, with publication early 2013.

2.0 The Inspection process

- 2.1 The methodology for the 2018 inspection involved the scrutiny of documentation and minutes of meetings at all levels, as well as, policies and procedures. In addition there was scrutiny of case files; interviews with YOT workers and managers and; interviews with partner representatives. Focus groups were also conducted with practitioners, volunteers and strategic partners.
- 2.2 There were three key Domain areas of work that were rated to form the final Aggregated inspection outcome. These areas were Organisational Delivery; work with Court Disposals; and Out of court Disposals. Within each of these

Domains there were four sub areas of judgement that contributed to a rating for each Domain that was then aggregated to provide an overall rating for the service. The judgement ratings reflect the four categories more widely used in OFSTED inspections, namely Inadequate; Requires Improvement, Good and Outstanding.

- 2.3 This inspection process occurred at a time of management change within the Youth Justice Service (YJS) and at a strategic level within Warwickshire County Council. The day the Inspectors arrived at the YJS office coincided with the day that the YJS was moved to the Children and Families Service within the People Directorate.
- 2.4 It is so pleasing and positive to report that the staff response at all grades within the Service was very positive to the rigors and regime required to produce a smooth running and positive inspection environment. Staff are to be congratulated on their 'can do' and highly motivated response to the pressure of interview and scrutiny. Within the small time frame between notification and the fieldwork all staff went the extra mile to ensure that the work of the YJS was presented in the best way possible whilst also responding to any additional requests from the Lead Inspector during the fieldwork week.

3.0 The key domains of inspection: Organisational Delivery

- 3.1 The ratings in respect of Organisational Delivery were broken down into four sub categories of Governance and Leadership; Staff; Partnerships and Services; and Information and facilities. In all these categories the ratings were deemed good resulting in an aggregate rating of GOOD. This is a real and notable achievement.
- 3.2 In summary the strengths in organisational delivery were recognised as being the strategic representation and well embedded partnership working within the Chief Officer Board COB. It was also recognised that there is a strong skill set within the workforce with a commitment to training and development. The quarterly performance report was recognised as a strength with its focus on desistance. Cases in transition to adult Probation Services were well managed.
- 3.3 In terms of improvements for Organisational Delivery, it was recognised that there needed to be greater attention to consistency in the areas of Out of Court Disposals and work with victims. It is also suggested that the performance report could provide additional information that could be utilised to influence future resourcing and priorities. Other areas for improvement included the need to develop Education and Training provision and engagement within the post 16 population. A widespread and nationally acknowledged challenge is to improve how Youth Justice Services address the needs of the population who have Speech, Communication and Language difficulties. As with all statutory social control services, it is a challenge to meaningfully obtain and utilise the views of service users to improve delivery. These identified change recommendations were familiar to and work in

progress for the Chief Officer Board (COB) and in many cases had already formed part of the service improvement plan attached to the Annual Youth Justice Plan 2018/19.

4.0 The second domain of Inspection: Court Disposals

- 4.1 There are four sub ratings in the domain of work with Statutory Court Disposals namely Assessment, Planning, Implementation and delivery and Reviewing. In all these areas the Warwickshire YJS was rated as OUTSTANDING and this is a true reflection of the hard work and quality of commitment by YJS staff to children and young people who are sentenced by the Courts and are required to comply with interventions by the YJS.
- 4.2 Assessments were considered thorough and addressed desistance as well as safety and well-being. Another highlight was the involvement of children and young people in the planning processes which were also considered proportionate. Interventions were child focussed and regularly reviewed to ensure relevance. A strength and protective factor based approach to the service users was also commended with good exit strategies from YJS interventions.
- 4.3 The Inspection report reflects that in this area of outstanding practice we need to ensure a consistency of service to victims and ensure that some internal processes are more carefully recorded.
- 4.4 Overall the YJS could not have exceeded the ratings achieved, and this is a cause for real celebration in terms of the calibre of work and commitment of staff.

5.0 The third domain of Inspection : Out of Court Disposals

- 5.1 The assessment criteria relating to Out of Court Disposals (O OCD) was broken down into four categories: assessment, planning; implementation and delivery and joint working. In the first three of these categories a good rating was achieved and in the area of joint working it was noted that the work required improvement.
- 5.2 In essence the Inspection noted that assessment and planning was strong in relation to the individual safety/well-being of the young person and desistance factors. The context in which the young person had come to the attention of the police was professionally considered and good engagement skills were utilised to enhance motivation to change.
- 5.3 The key area that required improvement had already been identified by the YJS COB and an action plan was in place that was discussed with the Lead Inspector during the fieldwork week. It is accepted that work needs to be undertaken to ensure that the young person and their family understand the

implications of an OOCd and that assessments need to be more timely. The evidence considered to determine OOCd decision making were not explicit enough and would be greatly enhanced by strong partnership working particularly with the police, and this would also facilitate the routine demonstration of the victim perspective.

- 5.4 Work has already commenced with Warwickshire Police and within the YJS partnership to improve our processes in respect of OOCd, and the action/improvement plan is already under scrutiny by the YJS COB.

6.0 Overall Inspection Rating and Improvement Plan.

- 6.1 With all the individual ratings and domain ratings aggregated together, the overall inspection rating was GOOD which is an extremely strong outcome. The Lead Inspector has confirmed that this was a particularly strong GOOD outcome with OUTSTANDING features.
- 6.2 As with all national Inspectorates, this Service is required to develop an improvement plan in line with the recommendations for improvement.
- 6.3 Within the published inspectorate report there were four key areas for improvement which are cited in the improvement plan which is attached to this document.
- 6.4 Recommendation One is to *'Ensure that the partnership strengthens its use of performance reports and data analysis to influence service delivery to all children and young people across Warwickshire'*. The COB had already commissioned and received an enhanced performance report and is looking to ensure that the rich seam of data available is seen to drive change and priority setting.
- 6.5 Recommendation Two is *'To track the performance data on education, training and employment for young people aged 16 and above, and ensure they are engaged and that appropriate provision is available'*. The YJS is using opportunities such as the ESF funded 'Active Inclusion Scheme to progress this ambition.
- 6.6 Recommendation Three is to *'Review the procedure for deciding on and delivering OOCd and ensure that the process is clear to all staff, and meets the needs of children and families'*. A plan of work to achieve this was already set out in an action plan shared with the Inspectorate and joint working with the police is progressing.
- 6.7 The fourth Recommendation is to *'Develop a process that captures the views of children and young people, their parents/carers and other stakeholders so that they can influence future service delivery.'* The YJS has purchased a bespoke software system to further this work and priority attention is being

given to this from the YOT Information Officer to help drive the retrieval and analysis forward.

7.0 Financial Implications

- 7.1 There are no immediate financial implications for the YJS in the development of the Inspection improvement plan as it is expected that the requirements can be achieved within planned budget.

8.0 Conclusion

- 8.1 Warwickshire can be very proud of its YJS both in the Inspection outcome but also in the fact that the findings and recommendations clearly demonstrate that the COB and YOT managers are driving progress and improvement in areas where there is agreement and acceptance that change and improvement can and should be achieved. Staff at all grades are to be congratulated on the ongoing quality of their work and the agile response to the Inspection regime.

9.0 Background Papers

HM Inspectorate of Probation - Inspection Report (December 2019)

10. Appendix

Improvement Plan

	Name	Contact Information
Report Authors	Sally Nash	sallynash@warwickshire.gov.uk 01926682661
Assistant Director	John Coleman	johncoleman@warwickshire.gov.uk
Strategic Director	Nigel Minns	nigelminns@warwickshire.gov.uk
Portfolio Holder	Cllr Crump	cllrcrump@warwickshire.gov.uk

This report was circulated to the following members prior to publication.

Councillors O'Rourke, Boad, Timms, Fradgley, Cockburn, Philips, Birdi, Crump and Shilton

RECOMMENDATIONS

- Recommendation 1** Ensure that the partnership strengthens its use of performance reports and data analysis to influence service delivery to all children and young people across Warwickshire
- Recommendation 2** Track the performance data on education, training and employment for young people aged 16 and above, and ensure they are engaged and that appropriate provision is available for these young people
- Recommendation 3** Review the procedure for deciding on and delivering Out of Court Disposals (OOCd) and ensure that the process is clear to all staff, and meets the needs of children and families
- Recommendation 4** Develop a process that captures the view of children and young people, their parents/carers and other stakeholders so that they can influence future service delivery

RECOMMENDATION 1						
Area for Improvement	What will be done?	How will it be implemented?	Who will do it?	Date for completion	RAG Status	Progress to date:
Ensure that the partnership strengthens its use of performance reports and data analysis to influence service delivery to all CYP across Warwickshire	<ul style="list-style-type: none"> Continue to develop the quality and analysis of the new performance report Continue to ensure that performance is a standing item on COB agenda and that analysis provided informs tasked actions and future agenda/review Ensure that the quarterly performance report and meeting highlights areas of concern and delivery is tasked and tracked to address those concerns Ensure that intelligence gathered from around the partnership through locality meetings and strategic forums is utilised to inform practice developments Ensure that YJS actively 	<ul style="list-style-type: none"> COB Through quarterly YJS performance review Through task and finish groups for development initiatives 	Lead officers will be designated Team Manager and Service Manager	Review Q4 2019	Amber	<p>December 2018:</p> <ul style="list-style-type: none"> Q2 report not available at point of inspection, this has demonstrated clear evidence of improved analysis and proposal for service developments This draft recommendation discussed at COB in November 2018 and agreed that performance will remain a standing item and that minuting will evidence clear tasking and monitoring Corporate CBIR has

	<p>participates in WCC Corporate Business Intelligence Review (CBIR) to ensure that existing capacity is retained</p> <ul style="list-style-type: none"> • Ensure that any practice developments eg OOCd are set up with a clear performance framework that is reported and tracked 					<p>commenced with the engagement of relevant YJS staff</p> <ul style="list-style-type: none"> • OOCd improvements are building in performance information and tracking
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Warwickshire Youth Justice Service Core case Inspection **IMPROVEMENT PLAN**

RECOMMENDATION 2						
Area for Improvement	What will be done?	How will it be implemented?	Who will do it?	Date for completion	RAG Status	Progress to date:
<p>Track the performance data on education training and employment for young people aged 16 and above and ensure they are engaged and that appropriate provision is available for these young people.</p>	<ul style="list-style-type: none"> • Future performance reporting will include break down of ETE figures between school age and post 16 population • Ensure the use of ESF project is maximised • Enhance and develop links with training providers and other post 16 provision to ensure that the needs of young offenders are highlighted and prioritised and any gaps highlighted and brought to the attention of the COB 	<ul style="list-style-type: none"> • YJS ETE forum to be created to ensure that individual cases are tracked and that performance targets are monitored with a view to improvement • Service Manager to be actively involved in the tracking of the ESF scheme • Staff BTM have ETE as agenda item with a clear emphasis on the known protective factors provided by ETE 	<p>COB</p> <p>Lead Team Manager</p> <p>Lead Operation Manager</p> <p>Service Manager</p> <p>All Case Managers</p>	<p>Review March 2019</p>	<p>Amber</p>	<p>December 2018:</p> <ul style="list-style-type: none"> • ESF review meeting in Nov 2018 confirmed that YJS compliant with all aspects of scheme and hitting targets • Potential for future bid for further ESF scheme to build on current scheme and associated learning • New links made with Inclusion colleagues within WCC with view to improving training offer • All staff clear that ETE is a clear protective factor • Performance report is now producing school age and post 16 identified data

Warwickshire Youth Justice Service Core case Inspection **IMPROVEMENT PLAN**

Recommendation 3 Area for Improvement	What will be done?	How will it be implemented?	Who will do it?	Date for completion	RAG Status	Progress to date:
Review the procedure for deciding on and delivering out of court disposals and ensure that the process is clear to all staff and meets the needs of children and families	<ul style="list-style-type: none"> • Meet with police and identify lead senior officer to meet and work with YJS on delivery improvements • O OCD decision making panel to be set up • Visit to local YOT to ascertain learnt experience • Ensure recording and performance monitoring is embedded from start to drive future improvement • Conduct evaluation of ADS including service user feedback • Review offer to CR young people and ensure police systems and training support this. 	<ul style="list-style-type: none"> • O OCD improvement plan already in place by the time of inspection fieldwork, this is being used to drive improvement and performance • Regular review at YJS management meetings • Regular review at COB • Regular review by Service Manager and relevant Superintendent to ensure progress is expedited • Police software review and briefing/training for staff 	<p>Service Manager</p> <p>Lead Operations Manager</p> <p>Lead Team Manager</p> <p>COB</p>	<p>March 2019 review</p>	<p>Amber</p>	<p>December 2018:</p> <ul style="list-style-type: none"> • Meetings between Service Manager and Superintendent has occurred and lead Ops Manager and Lead Inspector agreed • Lead team manager in YJS identified • Practitioner capacity identified to assist with implementation of panel • O OCD panel proposal in place and agreed between police and YJS

Warwickshire Youth Justice Service Core case Inspection **IMPROVEMENT PLAN**

Recommendation 4						
Area for improvement	What will be done?	How will it be implemented?	Who will do it?	Date for completion	RAG status	Progress to date :
<p>Develop a process that captures the view of children and young people, their parents/carers and other stakeholders so that they can influence future service delivery</p>	<ul style="list-style-type: none"> • Viewpoint usage to be embedded as integral to approach by all case holding staff • Viewpoint data to be analysed and shared at COB and in BTMS with a view to continuous improvement • Service Manager to set up cycle of meetings with service users to keep in touch and ensure the user voice is directly heard • Explore further mechanisms for capturing the views of parents and carers 	<ul style="list-style-type: none"> • Service task and finish group to be established • Utilisation of Viewpoint with service users • Utilisation of analysis of Viewpoint feedback • Exploration of models eg Journey Cards 	<p>Service Manager</p> <p>Information and Performance Team</p> <p>All Case Managing Staff</p>	<p>Viewpoint licence to be reviewed March 2019</p>	<p>Amber</p>	<p>December 2018:</p> <ul style="list-style-type: none"> • Task and finish group set up, cascade work being undertaken at BTMs • Monitoring of levels of activity on Viewpoint established • Information staff tasked to routinely extract and analyse Viewpoint data.