

Youth Offending Service – Strategic and Partnership Plans to address recommendations from HMIP Inspection.

The service was inspected in October 2018 by HMIP and found to be inadequate. This plan is the Partnership and Board response to the recommendations made by the Inspectors, and seeks to ensure that there is sufficient pace and focus to the improvement journey from all partners, with support from the Youth Justice Board (YJB), to make significant and sustainable changes to outcomes for young people.

The timescales in the detailed operational delivery plan will be challenging, but it is crucial that the partnership prioritise the improvement work identified to make significant, swift and impactful change for young people. Accountability and ownership of the plan will be held at board level, and the Chief Officers from the Council, Health and Police Authorities will be required to commit to the deliverables in the plan. An Executive Board will be created to ensure that there is sufficient oversight of progress and effective, consistent challenge across the Partnership.

Impact will be measured for every action, and partners will need to promptly share key, current data that supports the understanding of the baseline position, and continue to share this data to evidence the scale and pace of impactful change. **Delivery** will be monitored through the tracking of the progress against actions. **Impact** will be measured through evidential quality improvement in practice and outcomes for children in performance data, recurrent audits and feedback from staff.

Strategic Summary

Recommendation One - Commission training to develop the staff's skills and knowledge in key areas of practice

The Youth Justice Board (YJB), Head of Service and Youth Offending Team (YOT) Manager will work together to engage the workforce and undertake a full skills audit and identify how and when skills and knowledge gaps will be addressed. Training to meet the identified gaps will be commissioned as a priority. Operational Managers will be prioritised for development training with the Youth Justice Board. The workforce development plan will encompass mentoring and modelling from other, well performing Local Authority YOT professionals as well as course based training. Staff will be encouraged to participate in the audit and in identifying development opportunities, and the plan will contain challenging but realistic timescales that will be monitored through the board.

Recommendation Two - Re-establish the staff's sense of pride in the work of the YOT

The board will need to ensure that the appointment and induction of the new YOT Manager is robust. To be successful in the role the new post holder will need to have the support and engagement of the partnership and have the capacity to, in conjunction with the Head of Service, lead staff through to a position of strength,

ownership and pride in the quality of their work and impact on outcomes for vulnerable young people and the victims of crime. Giving staff a voice at board level through the implementation of a shadow board will support the evidence base for the impact of change.

Recommendation Three - Introduce a process to ensure the timeliness and quality of Asset Plus assessments

The implementation of a YOT specific audit and quality assurance process that tracks key compliance measures and demonstrates the impact of actions on the quality of practice, evidence of management oversight and outcomes for young people will be completed within three months. Reports will be made to every board on agreed key performance outcomes and track improvements in compliance, quality and impact.

Recommendation Four - Develop a range of suitable interventions for work with children and young people

A model of delivery is being developed for an innovative and creative junior attendance centre. The YOT Partnership Service need to expand their knowledge, understanding and influence over the wide range of opportunities and support mechanisms available to positively impact on children and young people's lives across Blackpool and reduce the risk of first time entrants and reoffending. The YOT Manager will be supported by the Board to ensure that this is embedded within the partnership and the team increase their use of evidence based programmes and specific resources to meet identified need which is focussed on prevention and diversion.

Recommendation Five - Fully analyse the needs and profile of the children and young people and use this to commission appropriate services.

A full analysis is underway and this will inform, through the governance of the board, the identification and commissioning of appropriate services. This will be a dynamic process to ensure that as the cohort shifts, the response to accessing, and where necessary developing, new services also shifts in response. This information will support review of the resource commitment from Partners to the operational delivery undertaken by the Executive Board.

Recommendation Six - Ensure board members are able to challenge each other and the YOT manager and advocate for the YOT in their own organisations.

All board members will be inducted into the roles and responsibilities of the board and reflective work with partners undertaken to ensure that lessons are learned from the report and concerns from inspectors about the partnership arrangements. A new Terms of Reference will be developed for a more robust governance arrangement with sign off by the chief Executive of Blackpool Council and the chief constable of Lancashire Constabulary.

An Executive Board will be formed to drive and challenge the improvement journey. Sufficiently senior representatives will form the Executive Board including a commitment from an Assistant Chief Constable and Senior Accountable Person from the Clinical Commissioning group. The executive board will be chaired by a senior leader of the youth justice board.

Work will be undertaken with Lancashire and Blackburn with Darwen Local Authorities to explore joint working and to evaluate the potential benefits to Blackpool young people of a Pan Lancashire approach to YOT Delivery.

Recommendation Seven - Together with the Office of Police and Crime Commissioner, review the out of court disposals processes and commissioned services to ensure informed decision-making and good information-sharing for out of court cases.

There will be a partnership approach from the board to consider the options for agreeing, developing and implementing a robust and evidence based approach to delivering an effective out of court disposal process to impact positively of the needs of children and young people and a diversionary approach using a “children first” approach. Specific work to explore whether there is a different Police response in Blackpool to other neighbouring authorities governed by the same authority will be undertaken, and a review of the panels and processes in place to support consistent and effective decision making will be undertaken.

Recommendation Eight - Provide further guidance and advice on completing the integrated planning and pathways document in AssetPlus.

The YJB will develop further guidance.

The service will be required to commission additional training for staff on this recommendation.

Recommendation Nine – Review the national policy for caretaking arrangements for children placed out of their own local authority area

The YJB will discuss with DfE the matter of notification of children who are placed out of area.