

Youth Offending Partnership Improvement Plan

Blackpool Youth Offending Partnership Improvement Plan
2019

Youth Offending Partnership Improvement Plan

Contents

Introduction and Context	3
Actions taken pre-inspection	3
Actions taken post-inspection	3
Outcomes	3
Governance and monitoring	4
What needs to change	5
Part One	9
<ul style="list-style-type: none"> • Change led by the Board 	
Part Two	23
<ul style="list-style-type: none"> • Theme 1 – Out of Court • Theme 2 – In Court • Theme 3 – In the Community • Theme 4 – Transitions • Theme 5 – Children In Secure Accommodation 	

Youth Offending Partnership Improvement Plan

1. Introduction and Context

The Youth Offending Service was inspected by HMIP in October 2018 and found to be inadequate. Prior to the inspection it had been recognised that there were improvements that needed to be made in both the strategic partnership and the operational teams and a comprehensive improvement plan put into place. The inspection outcome reinforced the need for pace and focussed resource to support the change that is needed to improve the service and ensure that children are well supported across the partnership and good outcomes are achieved.

2. Actions taken pre-inspection

A number of changes had already taken place to address the management capacity and also to refocus the workforce. In conjunction with the Youth Justice Board a further five themes were added to the plan with a strategic partnership individual leading each theme:

1. **Out of Court** (lead Head of Criminal Justice, Lancashire Constabulary)
2. **In Court** (lead Legal Team Manager, Blackpool Magistrates Court)
3. **In the Community** (lead Head of Service, Blackpool Council)
4. **Transitions** (lead Senior Probation Officer, NW Probation Service, and Deputy Director, CRC)
5. **Children In Secure Accommodation** (lead Business Development Manager, Blackpool Safeguarding Children Board)

3. Actions taken post-inspection

This plan has been developed, bringing together the commitments which had been made and were being monitored by the board, with the responses to the nine HMIP recommendations. In some cases there are new actions, and in others, actions from the existing plan have been enhanced to address the recommendations. This is part one of the plan.

Part two of the plan outlines the detailed plans that are sitting within the themes and are led across the partnership – these will be monitored by the theme leads and reported to the Executive Board on a monthly basis.

The HMIP recommendations are listed in this document, and the strategic response outlined, with reference to where they are addressed in the plan. This has been agreed by all partners and signed off by the Executive Board.

4. Outcomes

The plan is focused on delivering change, and the change is designed to support the YOT Service and the Executive Board to deliver key outcomes for children, families and the Blackpool community. These key outcomes are:

- Fewer children are committing offences;
- Fewer children are exposed to the justice system because issues are dealt with proportionately;
- Fewer children are reoffending after entering the justice system;
- Children who are exposed to the justice system achieve good outcomes and are well supported to make change; and

Youth Offending Partnership Improvement Plan

- Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.

The outcomes for those children who are supported by the YOT should be in line with those of any child for whom we are responsible. These are the outcomes our children have told us are most important to them:

- To be happy
- To be healthy
- To feel safe
- To do well in school
- To get a good job
- To be listened to

5. Governance and monitoring

Governance arrangements include an Executive Board of sufficiently senior statutory partners and thematic sub groups led by senior partners. The Executive meets monthly and is chaired by the Head of Business Areas of the Youth Justice Board; its role is to oversee and drive delivery of the plan, removing barriers where appropriate, to raise the standard of the service from the current inadequate judgement and improve outcomes for children and young people.

The thematic sub groups are led by senior partners and their role is to ensure delivery of the actions within the plan that are required to improve the operational functioning of the youth justice service.

A Shadow Board, comprising of operational staff has been set up to mirror the arrangement within children's social care; this has proven to be a successful means of engaging with the workforce and ensuring they are linked to the strategic

elements of the service. Representatives from the Shadow Board will be invited to attend the Executive Board to provide input from a frontline worker perspective on the implementation of the actions in the plan and reflect on what is working and what isn't working.

Underpinning the work of the boards will be a comprehensive quality assurance framework and performance dashboard. This will provide the boards with the quantitative and qualitative data required to scrutinise performance, drive improvements and monitor progress.

Youth Offending Partnership Improvement Plan

What Needs to Change (Recommendations from HMIP)

HMIP Recommendation	Planned response summary	Reference in detailed plan
<p>HMIP 1</p> <p>Commission training to develop the staff's skills and knowledge in key practice areas</p>	<p>The Youth Justice Board (YJB), Head of Service and 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 YJB. 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.</p>	<p>Part 1 LM 8, LM 9</p>
<p>HMIP 2</p> <p>Re-establish the staff's sense of pride in the work of the YOT</p>	<p>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.</p>	<p>Part 1 LM 3, LM 4, LM 5, LM 6, LM 10</p>
<p>HMIP 3</p> <p>Introduce a process to ensure the timeliness and quality of Asset Plus assessments</p>	<p>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 Executive Board on agreed key performance outcomes and track improvements in compliance, quality and impact.</p>	<p>Part 1 LM 7, LM 13</p>

Youth Offending Partnership Improvement Plan

HMIP Recommendation	Planned response summary	Reference in detailed plan
<p>HMIP 4</p> <p>Develop a range of suitable interventions for work with children and young people</p>	<p>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.</p>	<p>Part 1 LM 12, LM 16</p> <p>Theme 1: Out of Court 1.17</p> <p>Theme 3: In the Community 3.6, 3.7</p>
<p>HMIP 5</p> <p>Fully analyse the needs and profile of the children and young people and use this to commission appropriate services</p>	<p>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.</p>	<p>Part 1 LM 12</p> <p>Theme 3: In the Community 3.9</p> <p>Theme 5: Children In Secure Accommodation 5.1, 5.2, 5.3</p>
<p>HMIP 6</p> <p>Ensure board members are able to challenge each other and the YOT manager and</p>	<p>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.</p>	<p>Part 1 LM 1</p> <p>Theme 5: Children In Secure Accommodation 5.2</p>

Youth Offending Partnership Improvement Plan

HMIP Recommendation	Planned response summary	Reference in detailed plan
<p>advocate for the YOT in their own organisations</p>	<p>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.</p>	
<p>HMIP 7</p> <p>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</p>	<p>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 police authority will be undertaken, and a review of the panels and processes in place to support consistent and effective decision making will be undertaken.</p>	<p>Theme 1: Out of Court 1.5, 1.11</p>
<p>HMIP 8</p> <p>Provide further guidance and advice on completing the integrated planning and pathways document in AssetPlus</p>	<p>The YJB will develop further guidance.</p> <p>The service will be required to commission additional training for staff on this recommendation.</p>	<p>Part 1 LM 7</p>

Youth Offending Partnership Improvement Plan

HMIP Recommendation	Planned response summary	Reference in detailed plan
<p>HMIP 9</p> <p>Review the national policy for caretaking arrangements for children placed out of their own local authority area</p>	<p>The YJB will discuss with the Department for Education the matter of notification of children who are placed out of area.</p>	<p>Part 1 LM 15</p>

Youth Offending Partnership Improvement Plan

Part One

Change led by the Board

The YOT Executive Board is committed to becoming a strong partnership that drives improvement across the youth justice system and improves outcomes for young people and victims of crime. By implementing the actions below the expectations from the board and senior leaders will be clear to all teams. All board members will play an active role in challenging one another and supporting improvements in the youth justice system in Blackpool, and there will be regular attendance from members who are of a sufficient level of seniority to fully participate.

In order to improve leadership and management of the teams, a full training programme and role modelling will be made available to managers, this will equip managers with the skills needed to improve compliance and raise the quality of practice and provide the right conditions for accountability of managers for the direction of the team.

Key to th[e service and partnership improvement will be the understanding of the cohort of children who require support so that effective interventions can be put in place and the service can ensure they can measure the impact of their activity and ensure it is achieving good outcomes. Having a clear performance management framework that articulates how activity will be measured, including the quality of work, compliance and adherence to National Standards, is a necessary supporting mechanism for the development of a quality service.

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
LM 1	YOT Plan HMIP 6	Reformat the board to ensure focus and engagement across the partnership. Ensure that all partners understand youth justice in context and their role in holding the service to account:	Effective practice and improvement monitoring is evidenced through the governance structure. Improvements in practice and positive impact on outcomes for children evidenced.	Fewer children are committing offences. Fewer children are exposed to the justice system because issues are dealt with proportionately.	Board Chair	Executive Board established – Jan 2019 Agree standard agenda – Feb 2019 Meetings for the year sent to all	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<ul style="list-style-type: none"> Establish an Executive Board and themed sub-groups. Agree standard agenda for board meetings. Increase frequency of meetings. Introduce induction requirement for all board members. Develop and agree a quality assurance framework and dashboard that supports board scrutiny. 	<p>Board members understand their role and are enabled to confidently challenge and advocate for the YOT in their own organisation.</p> <p>Increase accountability and transparency; more effective partnership working; and strengthened governance arrangements.</p> <p>The board will have meaningful insight into, and oversight of, the success of the service in delivering improved outcomes.</p> <p>Board meetings will be effective in holding partners to account - encouraging discussion and agreement of key issues and decisions at the board.</p>	<p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>		<p>members – Feb 2019</p> <p>Induction requirements signed off – Mar 2019</p> <p>All board members inducted – Apr 2019</p> <p>QA framework developed – Feb 2019</p> <p>Consulted with partners – Mar 2019</p> <p>Approved by Executive Board – Jul 2019</p> <p>QA framework launched – Jul 2019</p>	
LM 2	YOT Plan	Create sub-groups for each theme with young person's representation and leadership from across the partnership.	Partnership confidence and ability to challenge effectively will increase.	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system</p>	Board Chair / Theme Leads	Sub groups created – Jan 2019	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<p>Develop action plans to drive performance focussed on improvement in each theme.</p> <p>Agree frequency of sub group updates to the Executive Board.</p>	<p>The sub-groups will deliver the strategic expectations and drive the plans to improve service delivery.</p>	<p>because issues are dealt with proportionately.</p> <p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>		<p>Action plans developed – Jan 2019</p> <p>Frequency of updates agreed – Feb 2019</p>	
LM 3	YOT Plan HMIP 2	<p>Ensure that the YOT have the right skills and resource commitment from across the partnership to deliver an effective service.</p> <ul style="list-style-type: none"> Update induction processes for partners with staff seconded into the youth justice service. 	<p>Staff seconded into the youth justice service will have a clearer understanding of roles and responsibilities.</p> <p>The board have a clear MOU to refer to and ensure that every organisation with a role in the YOT are clear about their responsibilities to</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Fewer children are reoffending after entering the justice system.</p>	Head of Service (with partners)	<p>New induction process designed – Jan 2019</p> <p>Pen pictures submitted for Exec and shared with YOT – Apr 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<ul style="list-style-type: none"> Update memorandum of understanding (MoU) with all partners to commit to resource and delivery. Pen pictures to be developed for board members to be shared with YOT. 	<p>resource the service and are accountable for impact.</p> <p>Effective communication and challenge understanding of roles and responsibilities.</p> <p>Staff working within the YOT are aware of who is on the board for each representative organisation.</p>	<p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>		<p>New MOU for partnership drafted – Mar 2019</p> <p>MOU signed off by Exec Board and cascaded in organisations as appropriate – Apr 2019</p> <p>Induction delivery period – May - Jun 2019</p>	
LM 4	YOT Plan HMIP 2	Direct additional management capacity to the YOT from other services and refocus the workforce to concentrate on youth justice cases.	There will be greater clarity of strategic and operational direction to support a team ethos and culture of improved practice, quality and compliance.	<p>Fewer children reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>	Head of Service and Service Managers	To continue until Apr 2019	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
LM 5	YOT Plan HMIP 2	Service Managers undertake Youth Justice Effective Practice Certificate.	There will be increased knowledge of youth justice at a strategic level.	Fewer children reoffending after entering the justice system. Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Service Managers	May 2019	
LM 6	YOT Plan HMIP 2	Work with management team to improve leadership and culture in the YOT service. <ul style="list-style-type: none"> Embed a cycle of reflective supervision and practice development across the service. Utilise the council wide system for recording, monitoring and evaluating supervision feedback. Complete individual performance appraisals 	Robust leadership and management with a focus on service improvement will be evident in the culture.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Head of Service and Service Managers	New interim service manager appointed – Dec 2018 Support from the YJB from a YOT in the region to commence – Mar 2019 New permanent service manager in post – Apr 2019 Consistent compliance with supervision and appraisals evident - Jul 2019	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<p>for all staff and identify relevant training needs.</p> <ul style="list-style-type: none"> Review working patterns and flexibility to meet the needs of the service e.g. court cover, group work. 					
LM 7	HMIP 8 HMIP 3	<p>Implement tighter management grip and practice direction daily to YOT managers, including:</p> <ul style="list-style-type: none"> Appoint a new YOT Service Manager. Weekly operational managers meetings in place. Monthly performance monitoring meetings in place chaired by Head of Service. Ensure engagement from the team in Children's Services operational manager events. 	<p>Robust leadership and management with a focus on service improvement will be evident in the culture and ethos of the service.</p> <p>Focus, stability and direction for team and improved practice.</p> <p>Increased ownership of practice will lead to improved accountability, compliance, quality and performance.</p> <p>Provide a detailed insight into the service, highlighting challenges, barriers, what works and what needs to improve as a baseline for ongoing improvement.</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community</p>	Head of Service / Service Managers / YOT Manager	<p>New service manager in post – Apr 2019</p> <p>Meetings established and taking place routinely – Feb 2019</p> <p>Full service review completed – Jun 2019</p> <p>New policies and procedures in place – Jun 2019</p> <p>New operating model embedded – Aug 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<ul style="list-style-type: none"> • Carry out a full service review at entry and exit regarding practice and procedures. • Develop an operating model to include guidance regarding what information should be recorded on Child View and what is recorded onto MOSAIC. All work needs to be replicated on both systems. • Update all policies and procedures. • Review practice standards in line with the new service and apply consistently. • Implement a back to basics approach to understanding the purpose of Asset Plus and improving the quality of assessments in line with statutory guidance. 	<p>Evidence provided on the following:</p> <ul style="list-style-type: none"> • Engagement of young people, parents and carers in minimising risk and safe and wellbeing. • Co-ordination of interventions. 	<p>and a negotiated solution agreed.</p>		<p>Practice standards in place - May 2019</p> <p>AssetPlus improvement evidenced – Sept 2019</p> <p>Good practice model in place – Jul 2019</p> <p>Implemented by - Dec 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<ul style="list-style-type: none"> Develop good practice model for practitioners using Beyond Youth custody report. 					
LM 8	HMIP 1	<p>Carry out full skills audit of all staff in YOT to identify gaps in skills and training needs.</p> <ul style="list-style-type: none"> YJB to provide support to YOT Manager to analyse skills audit and develop comprehensive training plan. Develop a workforce development strategy to include YOT specific requirements. Develop and implement a system wide training plan to include partners. 	<p>Practice and performance will improve as a result of staff training and development.</p> <p>The quality of interventions that young people receive will improve and better outcomes will be achieved for them.</p> <p>This will be evidenced through audit activity to be delivered as part of the QA framework and via the performance dashboard.</p> <p>Staff morale will improve.</p> <p>Recruitment and retention will improve.</p> <p>Improved practice from all partners leading to better outcomes for young people.</p>	<p>Fewer children reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>	YOT Manager and YJB	<p>Skills audit complete – Feb 2019</p> <p>New Workforce Development Strategy - Apr 2019</p> <p>Training plan delivered and monitored – from Apr 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
LM 9	HMIP 1	<p>Access YJB and peer support to enhance improvement journey:</p> <ul style="list-style-type: none"> Prioritise operations managers for management development programme through the YJB. Support from neighbouring YOT in the region facilitated through YJB for modelling good practice for managers. YJB to provide additional capacity to actively support managers to improve quality and analytical skills. 	<p>Increase confidence for managers.</p> <p>Improve knowledge of required expectations.</p> <p>Improve practice of workforce.</p> <p>Confidence in operational management translating into good practice observed and practice from practitioners.</p>	<p>Fewer children reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>	YOT Manager and YJB	<p>Prioritise managers for development programme – Feb 2019</p> <p>Support from peers – May 2019</p> <p>Provide additional capacity to support managers – Jul 2019</p>	
LM 10	HMIP 2	<p>Improve communication with and engagement of staff in the service.</p> <ul style="list-style-type: none"> Priority for new YOT Manager once in post. 	<p>Improved commitment to the vision and strategic direction of the service from staff, improved morale and culture.</p> <p>Voice of practitioners heard.</p>	<p>Fewer children reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and</p>	YOT Manager / Head of Safeguarding	<p>Shadow Board established – Jan 2019</p> <p>Improved and embedded</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<ul style="list-style-type: none"> Develop a Shadow Board to create a two-way communication channel between strategic leaders and operational staff. 	<p>Effective vehicle of communication in place for constructive challenge.</p> <p>Governance and frontline ownership and delivery of the improvement plan.</p> <p>Partner engagement strengthened.</p>	<p>are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>		communication evident - May 2019	
LM 11		<p>Ensure the systems in use within the YOT support the team to record in a timely, accurate and proportionate way and enable useful data extraction to support the understanding of performance.</p> <ul style="list-style-type: none"> Transfer Information Officer to Systems and Business Intelligence Team. Conduct a data cleansing exercise to ensure the accuracy and integrity of the data that informs the 	<p>Consistently applied information team overseeing service.</p> <p>Reliable and accurate data.</p> <p>Direction of resources using the data.</p> <p>Effective resources in place.</p> <p>Accurate data and performance information available to inform, monitor and drive improvements in service delivery.</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the</p>	YOT Manager and Systems Team Manager	<p>Officer transferred to BIT – Jan 2019</p> <p>Data cleansing – Mar 2019</p> <p>Complete review of Child View - May 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<p>performance figures for the service.</p> <ul style="list-style-type: none"> • Run monthly data cleansing reports in the Child View system. • Introduce a data cleansing schedule in line with audit framework. • Report to management team on a monthly basis. • Systems and Business Intelligence Team to scope out systems and review Child View contract to explore the possibility of exporting data into report manager. 		victim and/or community and a negotiated solution agreed.			
LM 12	HMIP 4 HMIP 5	Ensure that the Executive Board and YOT Team have a clear understanding of the characteristics of the cohort of young people relevant to the YOT:	Better knowledge and understanding of the needs of our young people within the YOT service will enable better service planning and lead to improved outcomes.	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p>	YOT Manager / Head of Criminal Justice / Head of Safeguarding (Health)	<p>Undertake analysis – Feb 2019</p> <p>Profile taken to Exec Board – Mar 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<ul style="list-style-type: none"> Analysis of current YOT cohort key characteristics, including diversity and causal factors of offending. Profile current YOT cohort from agency specific perspective to understand partners' contribution. Strategic analysis of the SEND needs of young people known to YOT. Collate and analyse police data regarding those young people who are not part of the YOT cohort but have come into contact with the police. 	<p>Young people with a risk of exposure to the youth justice system and SEND have clearly identified needs and have appropriate provision to meet those needs.</p> <p>Improved understanding of the cohort of young people who come into contact with the police and are dealt with out of court to inform planning for diversionary activities.</p>	<p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>			
LM 13	HMIP 3	<p>Develop a Quality Assurance Framework to support practice improvement:</p> <ul style="list-style-type: none"> Develop a robust performance framework, 	<p>High quality case recording, compliance (in line with national standards) and practice is evident in case files and positively impacts.</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system</p>	<p>Head of Performance and Improvement</p>	<p>QA framework developed – Feb 2019</p> <p>Consult with partners – Mar 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<p>with all performance data in one place and reporting mechanism established.</p> <ul style="list-style-type: none"> • Undertake gap analysis and develop performance data dashboard. • Scrutinise performance data at monthly Performance Improvement Meetings. • Conduct an audit of compliance with national standards. • Respond to issues highlighted in audit including compliance with national standards. • Implement learning circles focusing on assessment and analysis. • Develop a specific youth justice practice and performance approach to monitor practice and 	<p>Performance data is monitored to improve compliance and enable a focus on areas of poor performance.</p> <p>Improved knowledge of the service.</p>	<p>because issues are dealt with proportionately.</p> <p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and/or community and a negotiated solution agreed.</p>		<p>QA Framework approved by Executive Board – Jul 2019</p> <p>QA Framework launched – Jul 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		performance of the service.					
LM 14		Develop an expectations of YOT document to be shared with staff and available for young people, parents and carers.	Young people and their parents have a clear understanding of what to expect from the YOT. Children, young people, parents and carers are fully engaged in supporting plans and interventions and understand expectations.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Service Manager	Jun 2019	
LM 15	HMIP 9	YJB and DCS to gather facts in relation to the caretaking arrangements for children placed out of the local authority area over the last 12 months. Write to each local authority, with a focus on: <ul style="list-style-type: none"> Home local authorities must notify the receiving authority and health 	Children placed in another local authority will be safeguarded.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Director of Children's Services / Head of Business Area NW (YJB)	May 2019	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		services that a child or young person is moving into their area either before the placement is made, or within 5 working days if an emergency placement, as required by Care Planning, Placement and Case Review (England) Regulations 2010.21.					
LM 16	HMIP 4	Review provision of health services to the YOT.	Staff have a better understanding of the health services available to children and young people. Identify gaps in service provision and areas for improvement.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Exec Board	Review completed - Sept 2019 Next steps identified and agreed – Sept 2019	
LM 17		Implement the new standards for children in the youth justice system 2019 and complete a baseline self-assessment.	Ensure there is a child-first, outcome-focused approach when dealing with children who come into contact with the youth justice system.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Manager / Head of TIS	New standards implemented – Sept 2019 Self-assessment completed – Mar 2020	

Youth Offending Partnership Improvement Plan

Youth Offending Partnership Improvement Plan

Part Two

Theme 1 – Out of Court

Lead: Lesley Miller, Lancashire Constabulary

Group Members: Carolyn Melvin, David Fleming, Jim Bell, Supt. Sheena Tatum and Insp. Dave Oldfield

Statutory guidance:

- [Youth out-of-court disposals: guide for police and YOTs - GOV.UK](#)
- [How to Use Out of Court Disposals](#)
- [Code of Practice Youth Conditional Cautions](#)
- [Reform of anti-social behaviour powers: statutory guidance for frontline professionals](#)

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
1.1		Police to raise the profile of Out Of Court Disposals (OoCD) within Lancashire Constabulary and externally via the Police and Crime Commissioner and public forums.	Increased awareness and appropriate use of OoCD by police officers.	Fewer children are committing offences. Fewer children are exposed to the justice system because issues are dealt with proportionately.	Head of Criminal Justice / Project, Process and Systems Manager (Police) / BCU	To be circulated in advance of and agreed at OoCD working group – Feb 2019 Promotional work to begin – Mar 2019 Progress review: actions expected to be completed – Jun 2019	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
1.2		<p>Finalise the pan-Lancashire Joint Agency Protocol for Dealing with Offences in Children's Care Homes, ensuring that it is in line with the National Protocol on Reducing Criminalisation of Looked After Children.</p> <p>YOT and police to review (on a twice yearly basis) offences within Blackpool care homes to ensure that partner agencies are adhering to the protocol.</p>	<p>Ensure consistency of approach pan-Lancashire.</p> <p>Reassurance that the specialist needs of Looked After Children are being considered.</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p>	<p>Place Based Lead Blackpool (Police) / YOT Manager</p> <p>YOT Manager</p>	<p>Final version signed – Feb 2019</p> <p>Implementation of protocol in children's homes to begin – Mar 2019</p> <p>Progress review: actions expected to be completed. Protocol review meetings booked in and attendance confirmed - Jun 2019</p>	
1.3		<p>Police to review the materials used to explain to young people and their parents/carers the different Out of Court Disposal outcomes: Community Resolution, Youth Caution and Youth Conditional Caution.</p>	<p>Young people understand what is happening and the potential implications.</p> <p>Help to ensure engagement with the process and reduction in reoffending.</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p>	<p>Head of Criminal Justice / Project, Process and Systems Manager (Police)</p>	<p>To be circulated and content discussed at OoCD working group – Feb 2019</p> <p>Draft materials completed and circulated for comments – Apr 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
						Progress review: actions expected to be completed – Jun 2019	
1.4		<p>Police to map out the current processes for the different Out of Court Disposal youth outcomes, in line with statutory requirements.</p> <p>Identify the check points e.g. Youth Disposal Panel, and identify any gaps.</p>	<p>Ensure checks and balances are in place.</p> <p>Any gaps in the process are addressed.</p>	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>	Head of Criminal Justice / YOT Manager	<p>To be circulated and content discussed at OoCD working group – Feb 2019</p> <p>Draft process maps completed and circulated for comments – Mar 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	
1.5	HMIP 7	Police to establish what good Out of Court Disposal practice looks like – consult similar forces to identify best practice.	Improved practices and better outcomes for young people.	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes</p>	Head of Criminal Justice / YOT Manager	<p>Visits to like forces completed – Apr 2019</p> <p>Further actions identified and agreed – May 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
				<p>and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>			
1.6		YOT to review Youth Conditional Caution intervention provision at Blackpool.	<p>Will ensure that the YOT can meet the needs of all of its young people.</p> <p>Provide reassurance that the conditions are balanced and appropriate.</p>	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>	YOT Manager / Head of Criminal Justice	<p>Action agreed and plan devised – Feb 2019</p> <p>Progress update provided – Apr 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
1.7		<p>Police to ensure timely referral of Youth Cautions and Youth Conditional Cautions to the YOT:</p> <ul style="list-style-type: none"> • Improve the frequency and accuracy of PENYs so that all relevant information is included: name, PNC number, offence date, OIC details. • Police custody team and YOTs to provide regular data in order to monitor this. 	Ensure ongoing engagement of young people and better quality of service for victims.	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>	Head of Criminal Justice / YOT PC	<p>Data collection started – Feb 2019</p> <p>Analysis of PENYs issues – Mar 2019</p> <p>Provision of first data set. Analysis and further actions identified – Jul 2019</p> <p>Resolution to any PENYs issues identified and work commenced – Apr 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	
1.8		Police to ensure that initial police training for Out of Court Disposal input is accurate, of good quality, ongoing input is given, and that guidance is clear and consistent.	Staff are better informed and able to make the right decision.	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p>	Head of Criminal Justice / Project, Process and Systems Manager (Police)	<p>Action to be completed – Feb 2019</p> <p>Progress review: 6 monthly checks arranged - Jun 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
				Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.			
1.9		<p>Police to consult national leads regarding the use of multiple Community Resolutions.</p> <ul style="list-style-type: none"> Identify common themes leading to multiple issues. Link in with the Lancashire Constabulary's Record 4 Victims (R4V) work to ensure that victim needs are being met. Consider changing police processes so that second Community Resolutions are referred to the Youth Disposal Panel prior to being issued. 	Provide reassurance that Community Resolutions are being used appropriately and not being issued multiple times before referred to the Youth Disposal Panel for a Youth Caution or Youth Conditional Caution.	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>	Head of Criminal Justice / Project, Process and Systems Manager (Police) / Supt. (Police)	<p>Action agreed and work started – Feb 2019</p> <p>Progress update provided – Apr 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	
1.10		Police and Youth Disposal Panel to ensure that all	Able to confirm that all opportunities for restorative	Fewer children are exposed to the justice	Head of Criminal	Discussions held between YOT and RJ	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		opportunities for restorative justice are being explored.	justice are being explored, or if not, plan how to address this.	<p>system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p> <p>Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.</p>	Justice / YOT Manager	<p>team and referral process agreed – Feb 2019</p> <p>YOT to have RJ training – Feb 2019</p> <p>Status review, update to be provided – Apr 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	
1.11	HMIP 7	Police and YOT to clarify what is expected of the YOT PC in terms of daily duties, review and challenge, and performance reporting. Ensure strong line manager support networks are in place.	<p>Consistent pan-Lancashire use of YOT PC resource.</p> <p>Maximising specialist skills and knowledge of YOT PC to benefit young people.</p>	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p>	Head of Criminal Justice / YOT Manager	<p>Draft manual complete and circulated for comments. Task and finish group set up – Feb 2019</p> <p>Document finalised and implemented – Mar 2019</p> <p>Options paper submitted to the board – Action</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
						<p>superseded by pan-Lancs review of YDP</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	
1.12		Police to implement the referral of proposed police charge anticipated guilty plea cases to the Youth Disposal Panel, prior to charge, for consideration of an Out of Court Disposal outcome instead.	<p>Reduce the number of bounce-backs from court.</p> <p>Ensure cases are dealt with properly first time round – better for young people and victims.</p> <p>Reduction in number of young people being prosecuted.</p>	<p>Fewer children are exposed to the justice system because issues are dealt with proportionately.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p>	Head of Criminal Justice / Project, Process and Systems Manager (Police) / YOT Manager / YJB	<p>Process implemented – Nov 2018</p> <p>Progress review: actions expected to be completed – Feb 2019</p>	
1.13		YOT to map out the Blackpool Youth Disposal Panel process to identify good practice and areas requiring improvement.	<p>Ensure checks and balances in place.</p> <p>Any gaps in process are addressed.</p> <p>YDP decision making recorded accurately and is auditable.</p> <p>Improved panel process leading to better outcomes for young people.</p>	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Manager / Police	<p>Joint panel implemented – Feb 2019</p> <p>Review of joint panel – Apr 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
			Consistency pan-Lancashire.				
1.14		<p>YOT and Police to regularly discuss progress on:</p> <ul style="list-style-type: none"> • Young people issued with Youth Conditional Cautions – assess engagement and reoffending. • Youth Cautions with voluntary interventions – is the use of this being maximised? • Youth Caution without interventions – review the rationale for not giving a voluntary intervention. • Community Resolutions with interventions completed. • Restorative justice opportunities in relation to the above outcomes. 	<p>Provide reassurance that timely and worthwhile interventions are being offered.</p> <p>Opportunities to develop a comprehensive diversionary scheme where one has the confidence to divert at every suitable opportunity.</p> <p>Better scrutiny of decision making and use of interventions.</p> <p>Improve effectiveness of partnership working at all levels.</p>	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Head of Criminal Justice / YOT Manager / YOT	<p>Data collection and review by YOT to have started – Feb 2019</p> <p>Check point, further actions agreed – Apr 2019</p> <p>Progress review: actions expected to be completed – Jun 2019</p>	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
1.15		Police to devise a mechanism for monitoring reoffending rates for the different Out of Court Disposal outcomes: Community Resolution, Youth Caution and Youth Conditional Caution.	Give a clearer picture as to what works and what doesn't.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Head of Criminal Justice / Project, Process and Systems Manager (Police)	Method agreed, data collection started – Mar 2019 Progress review: actions expected to be completed – Jun 2019	
1.16		Multi-agency Out of Court Disposal Scrutiny Panel to consider dedicating a panel meeting to reviewing a selection of youth cases that were reviewed and the crime outcome decided by Blackpool's Youth Disposal Panel. Use to identify further development and check that the correct processes are being followed.	Provide reassurance that Out of Court Disposal decision making is proportionate, consistent and being applied appropriately. Act on feedback from criminal justice partners on how to improve.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Head of Criminal Justice / Project, Process and Systems Manager (Police)	Dedicated Blackpool youth OoCD cases panel review. YOT police reps invited – Apr 2019 Further actions identified and agreed – May 2019 Progress review: actions expected to be completed – Jun 2019	
1.17	HMIP 4	Review alternative options for diversionary services available for use by the police prior to	Opportunities to develop a comprehensive diversionary scheme where one has the	Fewer children are exposed to the justice system because issues are dealt with proportionately.	Inspector (Police) / YOT Manager	Assessing available local services and activities – 31st Mar 2019 then ongoing	

Youth Offending Partnership Improvement Plan

ID	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		escalation to the Youth Disposal Panel.	confidence to divert at every suitable opportunity.			Communication of options to officers – Sept 2019	

Youth Offending Partnership Improvement Plan

Theme 2: In Court

Lead: Lisa Moorby, HM Courts and Tribunals Service (Blackpool)

Group Members: David Fleming

Statutory guidance:

- [Work in court](#)
- [Reports for court](#)
- [Placing young people in custody guide for youth justice practitioners](#)
- [AssetPlus Joint Working Protocol](#)
- [Community Sentences if you are under 18](#)
- [Revised Referral Order Guidance](#)

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
2.1		Maintain a dedicated court team. Support and build relationships between court staff, YOT and judiciary.	Magistrates will have more confidence in the advice given by YOT in respect of remand and sentencing decisions and assurance that sentences in the community will be managed appropriately.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT manager	31st Jan 2019	
		Develop a system to monitor and ensure that pre-court planning meetings between Legal Advisers, CPS, Solicitors	There will be effective communication in the courtroom.	Children who are exposed to the justice system achieve good outcomes	YOT Manager / Legal Team Manager	31st Mar 2019	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		and YOT take place at 9:30am to facilitate the business of the court and identify issues early.		and are well supported to make change.	(HMCTS Blackpool)		
2.2		Offer training for YOT staff regarding court etiquette and expectations at court.	Court staff will be fully prepared and have all the information required to assist the court on all cases and have the confidence to address the Magistrates and District Judges when necessary.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Legal Team Manager (HMCTS Blackpool)	7th Feb 2019	
2.3		Develop a digital system and develop a process for YOT to send pre-sentence reports (PSRs) directly to court / defence ahead of the hearing. Increase the use of stand down reports on the day.	Enable the court / defence to be fully prepared. Reduce delay and adjournments at court.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Manager	Mar 2019	
2.4		Monitor the number of 'bounce backs' from court in respect of OoCDs and bring data to the board.	Reduce the number of cases at court where an OoCD should have been administered.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Legal Team Manager (HMCTS Blackpool) / Head of	31st Mar 2019 then ongoing	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
			Reduce the number of adjournments required for an OoCD to be considered.		Criminal Justice		
2.5		<p>Develop the problem-solving court at Blackpool Magistrates.</p> <p>Agencies to be identified and data sharing agreements to be in place. Officers from both Lancashire and Blackpool YOT to be identified to lead the process.</p> <p>Agree a system of recording the number of young people seen and referred.</p>	<p>Reduce reoffending.</p> <p>Ensure needs are identified and young people and parents are signposted appropriately.</p>	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Legal Team Manager (HMCTS Blackpool) / YOT Manager	<p>Commencement date – 14th Feb 2019</p> <p>Review meeting to be held before 31st May 2019</p>	
2.6		Establish stronger links with the court and appoint a YOT representative to attend regular local Youth Liaison meetings and Youth Panel meetings with the Lancashire Magistrates and Youth Panel Chairman, Mrs Jean Adam (Mrs Janet Brimley will take	<p>Opportunity to raise profile with Magistrates.</p> <p>Share best practice with other YOTs in Lancashire.</p>	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Manager	31st Mar 2019	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		over this position from 1st April 2019).					
2.7		Implement a process to feedback to YOTs on the quality of written PSRs.	Ensure PSRs are considered and detailed, offering appropriate supervision packages with a clear structure to address re-offending. Improve quality.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Legal Team Manager (HMCTS Blackpool) / YOT Manager	Mar 2019	
2.8		Practitioners to start inputting work live to the system, including at court. Court staff to receive training on inputting. Admin to support at court until staff are confident.	High quality case recording and compliance.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Manager	Mar 2019	

Youth Offending Partnership Improvement Plan

Theme 3: In the Community

Lead: Tony Morrissey, Blackpool Council

Group Members: David Fleming and Moya Foster

Statutory guidance:

- [Use of community interventions](#)
- [Revised Referral Order Guidance](#)
- [National protocol for case responsibility](#)
- [Support for parents of children in the youth justice system](#)

Local practice prioritises children's best interests; constructively promotes their potential and desistance; encourages their active engagement; and minimises the potential damage that contact with the justice system can bring.

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
3.1		A strategic plan for exit of young people from the youth justice system to be developed.	Clear plan involving the role of voluntary organisations, schools, Family Hubs etc. in supporting exit plans and providing diversionary activities to support young people exiting the youth justice system from reoffending.	Fewer children are reoffending after entering the justice system. Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Head of TIS	Sept 2019	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
3.2		Establish an engagement group of young people who have received a service from YOT.	Evidence of feedback from young people influencing service design based on what works in respect to diversionary activity.	Fewer children are reoffending after entering the justice system. Children who are exposed to the justice system achieve good outcomes and are well supported to make change. Children are engaged in restorative justice with the victim and or community and a negotiated solution agreed.	YOT Manager	Establish young people's shadow board - Jun 2019	
3.3		Report on feedback from young people on most suitable approaches that would enable them to desist in reoffending.	Service delivery is commissioned/delivered based on evidence of what works for young people	Fewer children are reoffending after entering the justice system.	YOT Manager	Jun 2019	
3.4		Create a bank of evidence based tools that staff in YOT can use to engage young people to increase effective desistence.	Workforce across YOT and partner agencies have access to what has worked to ensure suitable approaches to enabling young people to desist from criminal activity.	Fewer children are exposed to the justice system because issues are dealt with proportionately.	YOT Operational Managers / Partner agencies	Apr 2019	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
				Fewer children are reoffending after entering the justice system.			
3.5		<p>Develop a system for capturing service user feedback in order to hear from children and families that receive youth justice services.</p> <ul style="list-style-type: none"> Identify a service user group to engage in providing their views. Provide a mechanism for young people to feedback to the court on their experience. 	Evidence of families informing future service design based on what works.	<p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p>	YOT Manager	Apr 2019	
3.6	HMIP 4	Develop junior attendance centre offer.	<p>Prevention of offending.</p> <p>Community based offer developed with young people.</p>	<p>Fewer children are committing offences.</p> <p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes</p>	YOT Manager	Jul 2019	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
				and are well supported to make change.			
3.7	HMIP 4	Develop understanding of wider prevention and early intervention resources for YOT staff and managers.	Pathways and access to resource for children, young people and YOT staff. Improved delivery of interventions and increased use of group interventions; using a whole team approach will improve the experiences for young people.	Fewer children are committing offences. Fewer children are reoffending after entering the justice system. Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Manager and Service Managers	Ongoing - links with 3.1 and Out Of Court theme.	
3.8		Periodic engagement of the board with young people to hear their experiences and what would be the best approach to engage them and support them in desisting in criminal activity.	Service design is influenced where appropriate by children and young people's experience. Increased use of parental engagement and diversionary work with siblings in our Family Hubs.	Fewer children are committing offences. Fewer children are reoffending after entering the justice system.	Board Chair	Jun 2019 and then biannually	
3.9	HMIP 5	Ensure that the commissioned services designed to support desistance, reparation etc.	Good quality evidence based services are in place that	Fewer children are committing offences.	Commissioners / YJB (Strategic Support) / Police	Sept 2019	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		<p>are effective and that where appropriate, joint commissioning arrangements with neighbouring YOTs are considered.</p> <ul style="list-style-type: none"> • Focus on quality of practice for YOT staff. • Use of whole family interventions to impact positively on young people and use of wider organisational resource. 	<p>support young people in their desistence.</p> <p>Strong collaborative working with neighbouring YOTs and sharing of what works.</p> <p>Better use of resources and commissioning to obtain value for money.</p> <p>Improved use of wider resources that meet the needs of young people and their wider families.</p>	<p>Fewer children are reoffending after entering the justice system.</p> <p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p>	and Crime Commissioner		

Youth Offending Partnership Improvement Plan

Theme 4: Transitions

Lead: Paul Bridgeman, NW Probation Service and Elaine Seed, CRC

Group Members: Moya Foster and Mark McElroy

Statutory guidance:

- [Custody and Resettlement](#)
- [Youth to adult transition protocol \(England\)](#)
- [Youth to adult transition protocol \(Wales\)](#)
- [How to make resettlement constructive](#)
- [Beyond Youth Custody resources and research](#)

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
4.1		To ensure the transition from YOS to adult criminal justice services is managed effectively and within prescribed timescales.	Young people know what is expected of them and can comply with adult criminal justice service requirements thus reducing the numbers going into breach and custody.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	LA / Senior Probation Officer / Deputy Director (CRC)	Dec 2018 Report any issues by exception to the Board - ongoing	
4.2		To ensure that Blackpool YOT has a system in place to identify transition cases and notify the CRC and NPS at the earliest opportunity.	Ensuring that transition cases are identified and receive planned interventions to support effective transition.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	LA / Senior Probation Officer / Deputy Director (CRC)	Dec 2018 Report any issues by exception to	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
						the Board – ongoing	
4.3		To develop a clear process to identify those young people who were looked after and now in the adult criminal justice system and ensure they receive an enhanced service.	To ensure that our children and young people are supported through the justice system.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	LA / Senior Probation Officer / Deputy Director (CRC)	Oct 2019	
4.4		To ensure that NPS and CRC have a process in place to manage transitions which include dedicated staff with experience of working with 18-25 year olds.	Ensure that once identified, children who transition into adulthood are supported appropriately. Issues of both risk and need are taken into account when working with young people in the criminal justice system.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	LA / Senior Probation Officer / Deputy Director (CRC)	Dec 2018 Report any issues by exception to the Board – ongoing	
4.5		A process is in place to ensure sentence planning always takes place with transition to adult services in mind, with all interested parties working to ensure that this starts when the relevant young person	Ensure that once identified, children who transition into adult services are supported appropriately. Issues of both risk and need are taken into account when	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	LA / Housing / Health / NPS / CRC / Secure Establishments	May 2019 then ongoing	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		enters the criminal justice system.	working with young people in the criminal justice system.				
4.6		<p>Deliver Positive Transitions actions that:</p> <ul style="list-style-type: none"> • Increase the accommodation options available to young people 16+, including family mediation. • Ensure suitable emergency accommodation. • Ensure a transition plan for every young person from age 16, including housing and support. 	<p>Young people established in the most suitable accommodation for them, with appropriate support.</p> <p>Reduced transience and homelessness.</p>	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Head of Housing / Housing Options / YOT Team	<p>Ongoing - review Jun 2019</p> <p>Jun 2019</p> <p>Mar 2019</p>	

Youth Offending Partnership Improvement Plan

Theme 5: Children in Secure Accommodation

Lead: Paul Threlfall, Blackpool Safeguarding Children Board

Group Members: David Fleming

Statutory guidance:

- [How to place a child in secure settings](#)
- [Custody and Resettlement](#)
- [Detention and Training Orders section 73 – 79 C&D 1998](#)
- [Section 90 Criminal Justice Act 2003](#)
- [Section 91 Criminal Justice Act 2003](#)
- [Section 226 Criminal Justice Act 2003](#)
- [Youth to adult transition protocol \(England\)](#)
- [Youth to adult transition protocol \(Wales\)](#)
- [Transfers for over 18s to young adult estate](#)
- [Former looked after children in custody](#)
- [SEND code of practice](#)
- [Comprehensive Health Assessment Tool Manual](#)
- [Children and young people in the secure estate national partnership agreement](#)
- [healthcare standards for children and young people in the secure estate](#)
- [Working together to safeguard children](#)

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
5.1	HMIP 5	<p>Establish a reporting framework to the YOT Executive Board in respect of children in secure accommodation.</p> <ul style="list-style-type: none"> • Scope out what information is currently known. • Agree what additional information is required to establish programme of reporting and challenge. 	<p>The YOT Executive Board is able to understand:</p> <ul style="list-style-type: none"> • the scale of the issue; • the reasons for the use of secure accommodation; • the secure environment; • the management of children in secure accommodation; • the resettlement of children from secure accommodation; and • the outcomes for children in secure accommodation. 	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	BSCB Chair / BSCB Business Manager	<p>High level data in place – 15th Feb 2019</p> <p>More detailed data in place – 15th Mar 2019</p>	
5.2	HMIP 5	<p>Establish a multi-agency panel to review all children who are in secure accommodation. This will analyse the chain of events that led to their being placed in secure accommodation (including the type of placement), with a view to preventing children in similar circumstances being</p>	<p>Systematic issues are identified, flagged and addressed.</p> <p>Any issues in respect of the management of individual children are identified and addressed.</p> <p>Understanding of the wider needs of this cohort to enable</p>	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	BSCB Chair / BSCB Business Manager	<p>Establish Terms of Reference and schedule for review panels – 28th Feb 2019</p> <p>Review of all current children in secure</p>	

Youth Offending Partnership Improvement Plan

Ref	Link	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Deadline	Reference in Performance Dashboard
		incarcerated in the future. It will also ensure that children currently in secure accommodation are being managed appropriately.	appropriate preventative services to be put in place.			accommodation – 31st Mar 2019	
	HMIP 6	Establish a programme of exception reporting to the YOT Executive Board for cases where the use of secure accommodation or management of the child within secure accommodation raises broader issues.				Schedule of exception reporting established – Apr 2019	
5.3	HMIP 5	Establish which secure establishments most frequently hold Blackpool children and develop appropriate ongoing links, to challenge any concerns, including ensuring that children are held as close to Blackpool as possible.	A means to understand and address any issues in respect of individual secure establishments is in place.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	BSCB Chair / BSCB Business Manager	Compile high level data – 15th Feb 2019 Letter to be sent to Governor of HMYOI Wetherby re: concerns about custodial issues – 31st May 2019	

Youth Offending Partnership Improvement Plan
