

Appendix 2a: Blackpool Youth Offending Team Strategic Plan 2018-19 Update

Blackpool Council



Blackpool YOT Strategic Plan Update 2018-19

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1. Foreword

2017/18 saw the bringing together of Blackpool Young People's Service which included Blackpool Youth Offending Service with Connexions, Care Leavers, Substance Misuse and Sexual Health

There have been significant challenges this year in respect of performance and practice across the service. The change management process to enable BYPS to function was extensive and structured. However significant gaps and limitations in respect of leadership and management have been experienced and are currently being addressed.

In light of the challenges a full improvement plan is in place to rectify operational delivery, performance, partnership engagement and outcomes for young people.

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2. Blackpool Youth Offending Team Priorities 2018-19

- a. To maintain a clear focus on the partnership's achievement of and delivery against strategic and operational National Standards for Youth Justice following the integration of the youth offending service into an integrated service for young people aged 10-25; Blackpool's Young People's Service.
- b. To achieve a reduction in reoffending through the improved delivery of more closely aligned services to young people in the youth justice system through the new Young People's Service
- c. To achieve improved access to services, inter-agency co-ordination and outcomes for children and young people's mental health and wellbeing through successful implementation of the Vulnerable Young People's strand of the Mental Health Transformation Plan, to meet the needs of this population group to ensure that CYP outcomes are improved for children who are:
 - i. in the criminal justice system ultimately requiring the forensic CAMHS provision
 - ii. further upstream those who have been subjected to a traumatic or adverse experience in their life that could potentially drive inappropriate behaviour that ultimately leads them into the criminal justice system
 - iii. committing sexually inappropriate/and or violent behaviour with or without traumatic event/adverse experience that could potentially lead them into the criminal justice system
 - iv. LAC who fall into the groups above
- d. To ensure that transitions into National Probation Service supervision are well managed to support improved outcomes for the 18-25 age group with a 0.5 reduction in resource this year.
- e. To reduce the number of children who are not in education, training or employment.
- f. To work with partners in the Crime and Disorder Reduction Partnership remodel the management of anti-social behaviour by young people to achieve effective early intervention to divert them from the youth justice and social care systems.

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- g. To influence and implement changes to local policy and procedure that improve the inter agency management of children who display sexually harmful behaviour through utilising resources available to Blackpool's wider exploitation team currently developing.
- h. To work with the court to maximise opportunities to intervene in the criminal justice process with children and families to achieve better outcomes.
- i. To maintain a focus on Workforce Development to continue to recruit, retain and develop staff who are effective in achieving improved outcomes for children and young people.

3. Evidence of Partnership Effectiveness

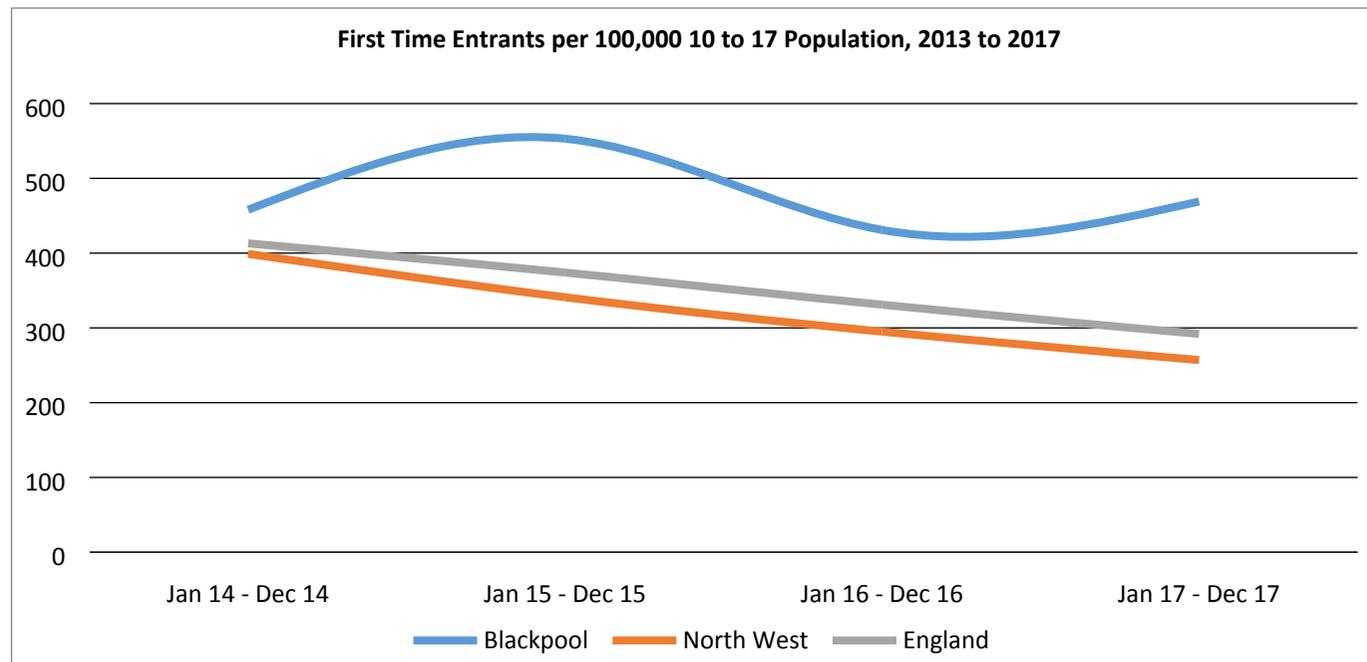
a. Comparators

- i. Research shows that offending by children and young people is closely associated with deprivation. Blackpool features highly in the Index of Multiple Deprivation. The YOT Partnership Management Board reviews the performance of the service against our closest comparators in the index, who are all inner city, urban areas.
- ii. First Time Entrants increased significantly more in Blackpool than all other local authority areas in the comparator group, and the average, across the constabulary area locally.
- iii. Custody rates increased significantly more in Blackpool than all the other local authority areas in the constabulary area.

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b. First Time Entrants

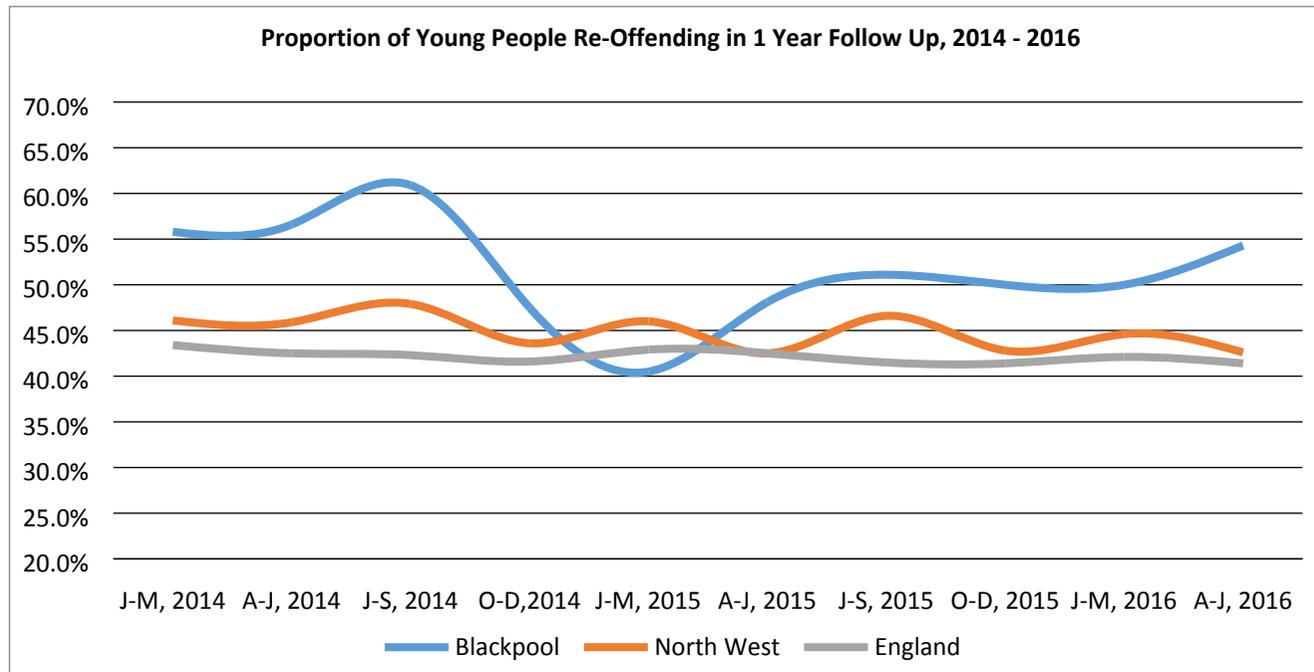
- i. The number of First Time Entrants has reduced by 80% since 2009 in response to the commissioning of a Youth Justice Triage Service and effective implementation of changes to the Out of Court Disposal Framework, this introduced a layer of joint decision making with Police in Youth Disposal Panels chaired by a YOT Operational Manager. The local rate is now showing an increase and there is a refresh of current practice to refocus and review decision making and consistent management oversight, in addition a new police officer has commenced in role.



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c. Reoffending Rates

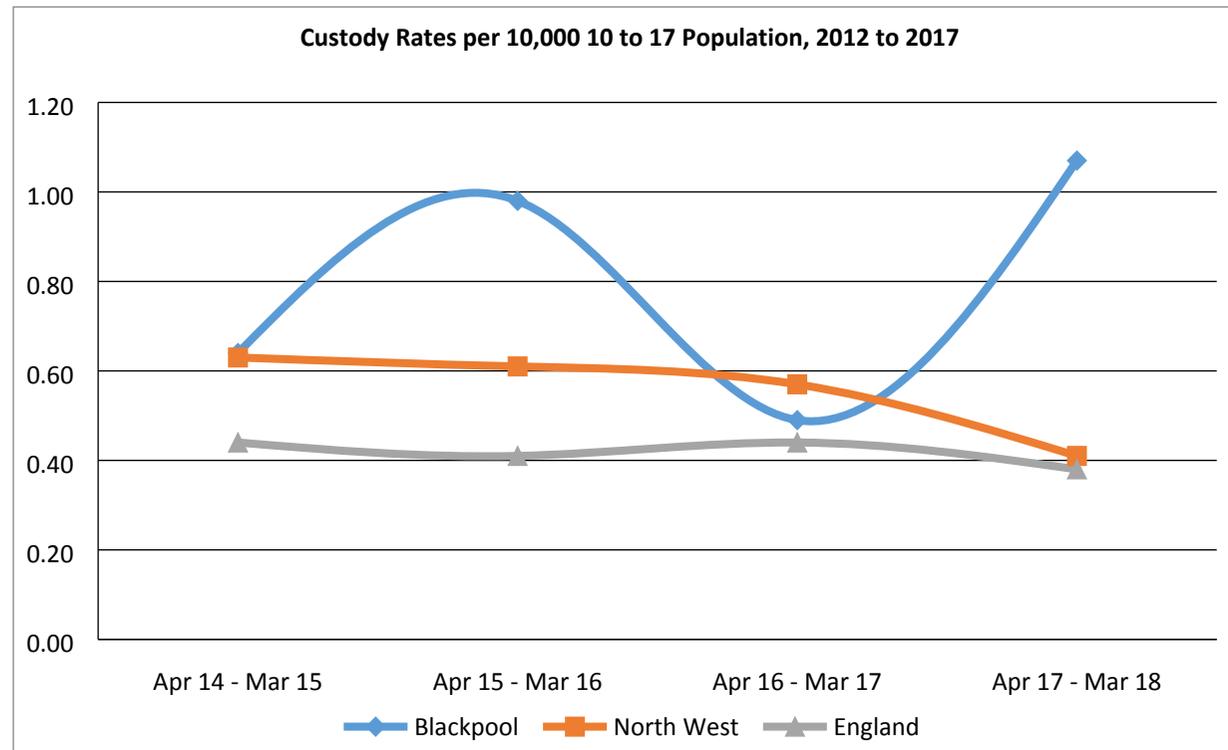
- i. The graph below shows an upward trend regarding reoffending rates for Blackpool this is the opposite trajectory to the northwest and national picture.



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d. Custody Rates

- i. The custody rates in the last 12 months have increased considerably in Blackpool that is also the opposite trajectory to the national and northwest regional trend. This is due to a lack of focus on the required practice and a lack of confidence in YOT services in Blackpool from the courts. A full improvement action plan is now in place to address this and a reorganisation of YOT staff to be dedicated and consistent court staff.



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e. Future Risks to Delivery

i. First Time Entrants

1. The services and resources to prevent children and young people entering the youth justice system have been transferred into Blackpool's new Young People's Service to allow us to achieve the improvements that better targeting, co-ordination and integration of practice. Risks to delivery have occurred during the process of integration due to lack of management oversight. A full improvement plan is in place in conjunction with the Police to mitigate the risks.

ii. Re-offending

1. The inclusion of the YOT function in the new Young People's Service brings opportunities for improved co-ordination of interventions to prevent re-offending, but also brings risks while youth justice systems and practice are integrated and management and leadership improve.

iii. Custody

1. Custody rates depend both on the nature of offences committed by young people and the quality of practice in the YOT. As with the re-offending measure, above, improvements to prevention and early intervention presented by the creation of the Young People's Service should, however, offer opportunities to prevent serious offending arising from the complex needs of children who are very vulnerable. A full improvement plan is in place to achieve this

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4. Resourcing, Value for Money and Risks

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authority	595,998	-	817,731	1,413,729
Police Service	43,674	-	41,941	85,615
National Probation Service	40,000	-	5,000	45,000
Clinical Commissioning Group	39,974	-	15,156	55,130
Police and Crime Commissioner	-	-	36,225	36,225
YJB Good Practice and Remand Placements Grants	357,141	-	70,000	427,141
Other	-	-	-	-
Total	1,076,787		986,053	2,062,840

- a. The YOT Partnership will fund the service in 2018-19 through the budget outlined above.
- b. Implementation of the national review will decrease funding from the National Probation Service incrementally down to a national flat rate of £5000. Further rationalisation of NPS staffing resources nationally has presented a risk to the current 1.0 FTE secondment to the YOT which is 0.5 this year going forward.

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- c. The PCC does contribute directly to Blackpool YOT's budget and there is an ongoing commitment to funding the Youth Justice Triage Service across the Lancashire Police Area that contributes to work required to the reduction in First Time Entrants.
- d. The future funding context for local authorities and partner agencies will, however, continue to pose risks to service delivery. However the wider children's services realignment, transformation and sustainability plans will mitigate this risk.

5. Structures and Governance

- a. The YOT Partnership Management Board has enjoyed a period of stability and improvement under the chairmanship of the local authority Chief Executive. However due to the changes in services included in BYPS and a refresh of partners the refocus and accountability has started and continues supported by YJB and further development days. Further work is scheduled overseen by the board to develop the proportionate challenge and maturity required from the partnership
- b. Membership changes, improvements in attendance and support from Democratic Services have continued to strengthen governance.
- c. The local authority Children's Services Scrutiny Committee reviewed the operation of the partnership in October 2016. A further scrutiny of practice and joint working with police locally is scheduled for September 2018.
- d. Moving management responsibility for the YOT out of the Social Care Division of Children's Services into the Early Help Division reflects the improvements to diversion of children away from the youth justice system and the application of youth justice expertise to further improvements to early intervention required to further reduce First Time Entrants and the corporate goal of reducing demand on social care services. This also improves integration of practice and impacts positively on young people.
- e. The priority for 2018-19 is the improvement of practice and delivery of youth justice and positive outcomes for children, retaining the statutory responsibility for the delivery of youth justice services and adherence to National Standards for Youth Justice.

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6. Partnership Arrangements

- a. The partnership operates under terms of reference that are reviewed annually.
- b. The minimum staffing arrangements are achieved through partnership agreements with the CCG (reviewed in 2016-17), the NPS (reviewed in 2017-18) and the Police review completed in 2017-18, which provides a continued FTE Police Officer. All of which are conducted in the context of falling numbers in the youth justice system nationally but not locally and pressure on partner contributions in cash and staffing resource. However this is currently evidenced as needing to be addressed with the improvement plan
- c. The Head of the Youth Offending Service was appointed as Head of the new Young People's Service, representing the service on the Safeguarding Board, Mappa Strategic Management Board, the local Crime and Disorder Reduction Partnership and the Prevent Partnership Board. This is currently under review. The service is linked to the Channel Panel through a Blackpool Children's Services representative from a neighbouring YOT.
- d. The Youth Justice Strategic Plan supports Blackpool Council's Corporate Plan priority 2 – Improving the resilience of local communities.

7. Performance Management

- a. A comprehensive performance and development framework, developed post-inspection with the support of an externally-commissioned consultant, is now in place in the YOT to enable the board to scrutinise performance across the partnership. This has been superseded by the YOT improvement action plan and is being monitored by the BYPS Board and Blackpool Children's Services improvement board
- b. The effectiveness of management of YOT staff affected performance which was already low during 2017-18. The adherence to national standards and compliance was seriously affected, checks and balances and a rigorous QA process is now in place to monitor this monthly via a performance improvement monitoring group chaired by Head of Safeguarding Quality and Review.

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8. Outcomes against the 3 National Indicators

a. Reducing First Time Entrants

i. What are we doing well?

1. We have an established Youth Justice Triage Service, funded by the PCC, commissioned independently 2018-19 by Blackpool
2. We have a new YOT Police officer with an early action background who is refreshing the operating model and influencing early intervention approaches across his organisation.
3. The introduction of a criminal justice scrutiny panel led by police for out of court disposals to demonstrate an effective quality assurance process.

ii. Our Key areas for Improvement in 2018-19

1. Improvement in the reduction of first time entrant is a priority and improvement in practice.
2. Refocus on court and improve confidence in Blackpool Youth Offending Services with the judiciary.
3. Reduction in use of custodial sentences due to improvement in relationship with magistracy.
4. The review and revision of the management of anti-social behaviour by children and young people with the Crime & Disorder Reduction partnership to align with the service available from BYPS.
5. Ongoing targeting and strengthening of family-focused responses to the needs of vulnerable children in the new young people's services

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b. Reducing Reoffending

i. What are we doing well?

1. A comprehensive performance management framework is now in place.
2. Reducing reoffending boards have introduced quality assurance Scrutiny panel to include Blackpool to focus activity to reduce reoffending

ii. Our key areas for improvements in 2018-19

1. Ensure that regular and consistent quality assurance and case audits are carried out and that feedback is provided to practitioners to drive improvements.

c. Reducing the Use of Custody

i. What are we doing well?

1. New housing joint protocol to include menu of options for young people to support and prepare for planned resettlement
2. Work with the Special Educational Needs Team to provide the youth court with specialist advice about the needs of vulnerable children and young people, and to ensure that any who are sentenced to custody receive an assessment of their need for an Education, Health and Care plan.

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ii. Key areas for Improvement in 2018-19

1. Re-establishment of the Custody Panel procedure to improve the quality of pre-sentence reports and wider partnership activity required to provide robust alternatives to custody.
2. Ensuring that a robust ISS offer is available as an alternative to custody.
3. Contribute to the improvement of the placement commissioning process in Children's Services to support alternatives to custody, particularly for 'our children' facing sentence in the youth court.

9. Outcomes Against Local Priority Areas

- a. See accompanying improvement board plan and YOT action plan

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10. Thematic Inspections

- a. The YOT Partnership Management Board has reviewed the recommendations of the HMIP Thematic Inspection into the provision of accommodation to vulnerable 16 & 17 year olds as a priority to influence service development this year. The board made the recommendation that development work in Children's Services and the wider council take account of the specific needs of the cohort young people in the youth justice system for improved access to suitable accommodation in the community and on resettlement from custody. This has been implemented. However further work is now taking place for our 18 plus young people as part of the children's services sufficiency strategy

11. Feedback from Service Users

- a. Self-assessment has been built into the new Assessment, Planning, Intervention and Review process for the new Young People's Service, to place the needs and aims of young people at the heart of a process of co-production to achieve improved outcomes.
- b. Care leaver forum for co-production has been introduced which a proportion of these young people are also being supported in respect of criminal justice matters

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12. Budget Plan 2018-19

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Police	43,674		41,941	85,615
Probation	40,000		5,000	45,000
Health	39,974		15,156	55,130
Local Authority	595,998		817,731	1,413,729
YJB	357,141		70,000	427,141
Other				0
Total	1,076,787	-	949,828	2,026, 615

13. Use of the YJ Effective Practice Grant

Strategic Leadership, setting direction, tone, policy and culture to align with effective practice	72,624
Contribution to strategic direction planning and goal setting, application of management oversight, reflective supervision, performance appraisal and quality assurance to ensure results are achieved, performance improves, and that practice is effective.	98,604
Promoting and reinforcing effective practice and developing others	227,648
Information management. Managing data quality. Monitoring, reporting and analysis of performance to inform and drive continuous improvement and effective practice across the YOT Partnership	33,288
TOTAL EXPENDITURE ON EFFECTIVE PRACTICE	432,164

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14. Staffing

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/ trainees	Volunteer	Total
Permanent		1	0.8	5	0.8	6	1.4	3	7			25.00
Fixed-term												0
Outsourced												0
Temporary						1						1
Vacant						1						1
Seconded Children's Services												0
Seconded Probation						1						1
Seconded Police						1						1
Seconded Health (Substance misuse)												0
Seconded Health (Mental health)												0
Seconded Health (Physical health)					0.6							0.6
Seconded Health (Speech/language)												0
Other/Unspecified Seconded Health												0
Seconded Education					0.8							0.8
Seconded Connexions					0.8							0.8
Seconded Other												0
Total	0	1	0.8	5	3	10	1.4	3	7	0	0	31.2
Disabled (self-classified)												

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15. Management Board Signature

Neil Jack	Chair and Chief Executive of Blackpool Council	
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