

Blackpool Youth Justice Plan 2022-23

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Introduction, Vision and Strategy

I once again have the pleasure of presenting the Blackpool Youth Justice (YJS) plan. This plan set out the strategic vision for 2022/23 detailing priorities the service aims to achieve to secure better outcomes for the young people we serve. The plan is part of our continued commitment to ensure the Youth Justice Board (YJB), Her Majesty's Inspectorate of Probation (HMIP), partners, stakeholders, employees, children, young people, their families and the public are informed of our work.

The plan covers the achievements of the service over the past year and includes the response to our most notable achievement for the service, the full joint HMIP inspection which took place in June of 2021.

Over the past year the Blackpool YJS has grown from strength to strength, as we uphold our endeavour for continuous improvement. Despite the improvements we have made over the last few years, we recognise that there is more work to do so that we achieve our vision of delivering a consistently "Outstanding" service to the children and young people we serve. The Blackpool Youth Justice Executive Management Board is committed to working effectively and collaboratively with all relevant partners and agencies to reduce the numbers of children and young people entering the criminal justice system and to reduce re-offending. The service continues to strive to maintain existing

high standards and improve our performance against national and local performance indicators.

This plan sets out how we will achieve these aims with our partners, and how this will influence areas of future development and growth. Blackpool YJS remains committed and motivated to working with some of the most complex children and young people in our community. They provide them with interventions that support their needs and addresses their offending behaviour, maintaining a "child first" approach and always seeks to work in partnership with children, young people and their families.

The Youth Justice Service has a key role to play by:

- Diverting children and young people away from the youth justice system where appropriate
- Helping prevent offending and reoffending
- Reducing the use of custody
- Contributing to multi-agency public protection and safeguarding
- Adopting evidence-based approaches such as trauma informed, identity development and whole family approaches to youth justice.

Alongside these key priorities there are three cross cutting themes, identified from our HMIP inspection and Executive Board away day event in January 22:

1. Understanding the health needs of our children and young people,
2. Promoting the decriminalisation of children and young people by using Out of Court Disposals (OoCD),
3. Ensuring our children and young people have access to suitable education, training or employment that meets their needs.

The voice of the child will be a key theme in all the work the service completes as we know that this is critically important in understanding the needs of children and young people.

Through partnership working we can make a real difference to people in Blackpool. All public services continue to face challenges from the legacy and impact of COVID-19 and Blackpool YJS is no exception. However, the YJS and partners will continue to work hard to build on service successes and we will continue to be committed to working together to ensure the priorities within this plan are achieved over the next year. As an active member of the Blackpool Youth Justice Service Executive Board, I look forward to seeing the work of the partnership continuing.

LINDA CLEGG

Local Context:

Blackpool is a town of 140,000 people, with slightly fewer than 12,500 children and young adults aged between 10 and 18 years old. The population split is 51:49 male to female, and they are overwhelmingly white British (87 per cent). Blackpool is the most deprived local authority in England. Eight of the 10 most deprived small areas in England are in the centre of Blackpool (up from three a decade ago) and a quarter of the whole of Blackpool is in the most deprived one per cent of areas in England. Nowhere else in the country has an equivalent concentration or extent of poverty and deprivation. Deprivation is chiefly driven by a low-skill, low-wage economy and poor employment opportunities. These in turn lead to particularly poor population-level health outcomes. Much of the work in the town is seasonal and tourism-based. Blackpool had the highest level of adult benefit claimants in the country before Covid-19. The rate has since doubled and remains the highest in the UK. We welcome the announcement in March 2022 by the Rt. Hon. Michael Gove, MP and Levelling Up Secretary, that new support measures will be provided to Blackpool to help improve the lives of people in the town “by turning the tide on deprivation in one of the U.K.s most iconic seaside towns”.

We ensure that all our partners know the children and young people referred to our youth justice service via a quarterly report produced by the Service Manager

and at 6 monthly intervals a performance and analysis presentation undertaken by the Blackpool Performance, Systems and Analysis Manager.

For the full profile and characteristics of children and young people referred to our Youth Justice Service in 2021/22 see Appendix 1



Child First

To achieve positive outcomes for children Blackpool YJS will promote child first, trauma informed and restorative approaches.

CHILD FIRST

i) See children as children:

Blackpool YJS is committed to developing the child first approach not only within our own organisation and with our partners, but by actively promoting the approach in the wider community. This work has at times proved challenging, but has resulted in services taking different responses that acknowledge the child's status. This has prevented them becoming involved with the criminal justice system.

ii) Children's pro-social identity, building on their strengths and promoting resilience:

As part of our work to help a child or young person develop a pro-social identity Blackpool YJS have created an environment in which practitioners are provided with the space to build supportive relationships with the child or young person, rather than feeling stressed or anxious about immediately delivering identified interventions. This provides positive child focused outcomes that are more effective as there is an established relationship with the child. Once there is

a good relationship the practitioner will help the child or young person develop their identity and find peer support and new friendships where appropriate. They will also be proactive and encourage them to find and join in with activities, outings and interest groups. These might include:

Everyday 1 to 1 activities with their parent/carer that offer opportunities to listen and build positive relationships; provide support to join facilitated activities that focus on emotional health and wellbeing, such as school clubs or the local leisure services; activities or outings that support the development of positive identity, such as community groups, cultural or religious events or festivals. These activities will be captured on the recently introduced "My Target" intervention plan which ensures the voice of the child is captured, matches assessed need to reduce reoffending, keeping them and others safe. The child or young person always signs their intervention plan.

iii) Collaborate and co-produce work with children and parent/carers:

Our practitioners want to know they are responding in the most helpful ways. We have found that there can be many challenges when attempting to work with our cohort of children and their parents/carers in the co-production arena. We recognise that it can be

difficult for some parents and carers to engage with us for various reasons which may include poor experience of services, busy work/home life or feeling blamed, ashamed or in denial. Whilst we have made some in-roads, such as our two Team Managers undertaking end of intervention interviews for feedback with the child and their parent/carer, rather than presenting the child and parent/carer with a feedback form which was previous practice. The verbal feedback has been more qualitative in terms of what has been found to be effective. We recognise that we have more work to do to encourage children, young people and their parent/carer's active participation, engagement and wider social inclusion to ensure that all work is co-created. Over this next year we will continue to develop this work by learning from other successes, enablers and barriers to engagement. We will also collaborate with our five youth advisors who have recently transferred to the Adolescent Service to assist us with taking this work forward.

iv) Promote diversion from the formal youth justice system:

Blackpool YJS and its partners continue to work together to reduce and sustain low level of first time entrants.

A) One way we do this is our partnership strategic response to Early Help as set out in Blackpool's Early Help Strategy which details our Town wide approach and plans for developing the way that we work with children, young people and families as early as possible to improve their outcomes. This strategy supports our ambition to increasingly work with families early in the life of a problem and move away from over-dependence on statutory and specialist services. This approach is morally, ethically and financially the right thing to do and fits well with embedding the Blackpool Families Rocks model of practice, and restorative approaches to the way we work with our children, young people and families. Fundamentally, Early Help should be seen as everybody's business and part of what we all do. We have a wide range of services and provision in Blackpool and there is a strong ambition to support children, young people and families to aspire and achieve, by providing the right help, the right time, the right place by the right people.

B) We have also developed our partnership response to emerging Anti-Social Behaviour (ASB). In response to community unsettlement, a spike in youth anti-social behaviour (ASB) and a spate of Dispersal Orders (Police powers to ask people to leave a specified area for a specified time) towards the end of Covid restrictions, in our central wards, Blackpool established a strategic ASB Task and Finish group. The group has representation from Local Authority leads for the Adolescent Service; Awaken Exploitation team; Blackpool Coastal Housing; Commissioning and Corporate Delivery; Community Safety; Early Help and Support and Leisure and Neighbourhood Policing colleagues. The multiagency Task and Finish group drafted an action plan and initially met on a weekly basis. Following completion of the action plan and reduction in ASB the group now meets on a monthly basis to focus on preventing and deterring emerging ASB.

Local pockets of ASB can arise quickly. It was recognised that the multiagency Task and Finish group may get a greater indication of ASB in Blackpool but does not have the time to dig into localised incidents and individual children and young people at the expense of the rest of the town's overall issues. Recently, an operational meeting has been arranged to fill this gap. It brings together those

tasked with safeguarding children and young people and appropriate partners in the local area that are responsible for disruption and enforcement to ensure a joined-up response.

The strategic and operational multi-agency responses have also assisted with the identification and support to bid for funding streams to enhance local youth provision and diversionary activities. The response to youth ASB included evening outreach by Exploitation and Community Safety teams targeting hot spots, target hardening, disruption, welfare checks and consultation with children and young people. All of which continues to feed directly into Daily Exploitation Meetings and Risk Management Meetings. Alongside these, to divert children and young people away from ASB into positive activities and trusted relationships, planned activities in identified hot spots have also been provided such as Boxing keep fit in the TaB Sports Barn facilitated by the Leisure Services and supported by detached youth work from the third sector Boys and Girls Club.

Further benefits of the network of contacts developed through the multi-agency partnership has also led to led to better information sharing and improved communication across partners in relation to our Child First approach to ensure interventions and wider family support are offered prior to any enforcement action being undertaken. There has been a reduction in local

reported ASB, and resources created to address it. Working as a collaborative partnership team has also produced improved local practice across organisations and services such as advanced planning for key times of year such as Bon Fire Night, summer holidays and early action where emerging ASB issues arise.

Blackpool was delighted that it was recently chosen as the place to launch a new prevention initiative **“Turnaround”** scheme with a government investment of over £300 million. This included a visit by the Deputy Prime Minister, Dominic Raab, Minister Atkins and Keith Frasier, Chair of the Youth Justice Board, to see the boxing activities in action, speak to the children and young people, Youth Justice Service members and partners about our excellent recent HMIP inspection outcome and our prevention work.

C) Further diversion work in Blackpool to keep children and young people out of the criminal justice system includes Out of Court Disposals (OoCD) for children and young people who commit low level offences and/or where it is not in the public interest to prosecute. Blackpool Youth Justice Service follows an agreed consultation process via a multi-agency disposal panel before deciding on the use of an OoCD disposal for children and young people. This process includes a Youth Justice practitioner undertaking a full

assessment, contacting victims if appropriate and producing a report for the panel to make informed decisions on the most appropriate disposal route. The agreed disposal could include non-statutory outcomes such as Outcome 22 or Community Resolution as well as statutory outcomes such as Youth Cautions with or without Conditions.

This process also ensures that children and young people considered vulnerable or at risk of further offending are signposted into support services at the earliest opportunity.



Voice of the Child

The YJS is an integral part of the Children's Social Care and Adolescent Services within Blackpool Council and is accountable to the YJB. We know from recent experience that by putting the child at the centre of the work and seeking their views is key to understanding how we can improve our services. COVID-19 has shown us that, not only in difficult times, there should be more emphasis placed on seeking the views of children and young people, as they are the experts in knowing what works best for them. Listening to children and young people to tell us about the impact of COVID-19, helped us to develop services that can continue to help them recover from the pandemic.

YJS managers and practitioners also routinely advocate on behalf of children and young people who may not otherwise be heard by sitting on various panels to ensure that individual children and young people are brought to the attention of those making decisions about their future. Practitioners are also extremely skilled in engaging with young people. By listening to the children and young people, putting them at the centre of all the work we do, we can build trusting relationships, encourage them to share their views to effect positive change. We have several ways in which we seek to obtain the views of our young people. When we record dialogue with the child from every activity this will evidence any changes that have been made because of what they have told us. Along with

working together with other agencies and voluntary organisations within the community Blackpool YJS also seeks the views of parents/carers and victims. By ensuring that everybody involved in the criminal justice process has a voice, it has enabled us to be able to make decisions on how we develop the service to meet the needs of individuals and local communities alike.

We will continue to develop this area of work, current activities to capture the voice of the child include:-

- **Self-assessments:**
Case managers employ interviewing skills which allow them to explore with the young person their own story. Each young person completes the YJB self-assessments as part of their assessment. These documents are used to understand the young person's perspective, their strengths and challenges. Parents and carers are also asked to complete these forms so it can help us understand how we can best meet the needs of their young person and support the family.
- **Record the voice of the child following every contact:**
The YJS introduced a recording ACORNS method (Aim, Content, Outcome, Risk, Next Steps & Safeguarding) to be used following every intervention and to promote consistency in recording. Guidance was issued which included

principles, including – "Record the child's views, opinions, wishes and feelings wherever possible".

- **Exit interviews:**
Team Managers undertake the end of order feedback ensuring they hear directly from our children, young people and their families to enable their voices to shape our service and future delivery. This has improved the quality and quantity of the feedback and helps us better understand what the young person perceived their order to be, what interventions they participated in and how useful they found this in avoiding further offending. Children, young people and their parents/carers are also asked how services could be improved to better meet their needs.
- **Reflective Supervision:**
In line with the whole of Blackpool Children's Services Blackpool YJS undertakes monthly reflective supervision on every child they support. Policy, Guidance, templates and prompt cards have been developed and training delivered that ensures that consideration is given to the child's voice and their daily lived experience as we prioritise the best interest of children and that any interventions provided are meaningful.

Governance, Leadership and Partnership Arrangements

The YJS Executive Board was established to ensure that Youth Justice Service is provided with clear and coordinated strategic governance and support to continue delivering high quality youth justice services with a focus on:

- Making sure children and young people are safe
- Reducing the likelihood of reoffending
- Minimising the risk of harm that children and young people can cause to other people and themselves

The Executive Board is operating under revised Terms of Reference that have been developed in line with the YJB guidance and all partners. The Board meets quarterly and comprises of senior representatives from the statutory partners across the Youth Justice partnership. The Board currently has an experienced independent chair, Linda Clegg, with a view to transition to the Director of Children's Services later this year. The Board has several responsibilities which include providing financial governance for the partnership, to oversee and drive delivery of the improvement plan, removing barriers where appropriate, to raise the standard of the service and improve outcomes for children and young people.

Overall, the board is responsible for ensuring there are effective multi-agency working arrangements, and proportional resources deployed to deliver high quality

youth justice services that meet statutory requirements and local need. The board is well established and provides the service with appropriate challenge and scrutiny. Each of the National Standard's themes has a nominated lead officer from the Board membership and their role is to ensure the delivery of actions from the improvement plan.

Members actively advocate for youth justice within their own core agency which assist in meeting the needs and gaps in services for children and young people at risk of offending.

The existing Board membership includes all key statutory partners (see Appendix 3) re Board Membership and Attendance.

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. The Shadow Board is currently chaired by Blackpool's Assistant Director of Children's Services and Executive Board member. A representative from the Shadow Board attends the Executive Board to provide input from a frontline worker perspective on the implementation of improvement plan actions and reflect on what is working and what is not working.

Underpinning the work of the Boards is a quality assurance and performance framework. This provides the boards with the quantitative and qualitative data required to scrutinise performance, drive improvements and monitor progress. The Executive Board reports to Blackpool's Children and Families Partnership.

The Youth Justice Service operates as part of Blackpool's wider Children's Services and participates in a wide range of multi-agency forums. Where appropriate, these partnership arrangements are reviewed and monitored through service level agreements, to ensure effective collaboration:

- Blackpool Community Safeguarding Partnership Board
- Lancashire Multi-Agency Public Protection Arrangements (MAPPAs)
- Blackpool Multi-Agency Risk Assessment Conference (MARAC)
- Blackpool Prevent Board & Channel Panel
- Lancashire Youth Magistrates Court Panel
- The YJS Manager also attends quarterly regional YJB Managers meeting and Pan Lancs YJS meeting which facilitates networking with YJSs and the YJB.
- Violence Reduction Network meetings
- Contextual Safeguarding Scrutiny Panel meetings

Resources and Services

The Youth Justice Service sits within the wider Adolescent Service a multidisciplinary service supporting vulnerable children and young people under age 25. In addition to our Youth Justice Team the service also includes:

- Our Family Worker Team provides targeted support for young people, as part of a statutory duty, to promote the effective participation in Education, Training or Employment. The team also provides holistic support for young people aged 16 & 17 who are homeless following a joint assessment of need via Children’s Services & Housing.
- Our Family Practitioner Team provides psychosocial, non-clinical support, for young people at risk of poor sexual health outcomes and young people mis-using substances. The team facilitate access to clinical support including, prescribing, community and residential detox and rehabilitation
- Our Leaving Care Team provides corporate parenting support for our care experienced young people from aged 16 to 25 years old, providing a statutory duty to enable ‘Our Children and Young People’ to achieve their potential and to prepare for independence.

The grant, partner contributions and other available resources via the other teams within Blackpool Adolescent and the wider Children’s Services enable the YJS to deliver the activities outlined in this plan. The finances are managed within the council’s financial regulations and are subject to stringent control and accountability mechanism. Alongside this, the YJS budget and spend is also regularly reported to the YJS Management Board.

A current overview is not able to be provided as the YJB Grants are still to be finalised. Extra funding to be received from MOJ due to the announcement highlighted above of approximately £270,000 over 3 years is also awaiting final confirmation. The police have confirmed that they have withdrawn future funding contributions to the YJS core budget therefore there will be a deficit in 22/23 and future years of £43,260 which will inevitably add budget pressures going forward.

Costs and Contributions 2021-2022 Budget

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Police	58,336		43,260	101,596
Probation	24,608		5,000	29,608
Health	39,974		15,444	55,418
Local Authority	369,681		156,806	526,487
YJB	392,663		54,251	446,914
Other				0
Total	885.262	-	274,761	1,160,023

Progress on Previous Plan

The Youth Justice Service (YJS) was inspected by Her Majesty's Inspectorate of Probation (HMIP) during May and June 2021. The service was rated 'Good' and in 3 aspects 'Outstanding'. The Inspectorate worked jointly with partner inspectors from policing, health, social care and education to undertake this inspection. Three broad areas were examined: the arrangements for organisational delivery of the service, the quality of work done with children and young people sentenced by the courts, and the quality of out-of-court work (such as community sentences).

The Youth Justice Board (YJB) have commended the progress and in a letter to the Director of Children's Services stated: 'To be rated 'Good' with three areas of 'Outstanding' is an incredible achievement and is a testament to the hard work, dedication and commitment by partners in Blackpool over the last couple of years to deliver better outcomes for children in Blackpool.'

Youth Justice Minister Victoria Atkins also commended the service via letter in October 21 and stated 'I was particularly impressed with the substantial improvement to the out-of-court disposal process. It is great to see that the joint working that underpins the delivery of out-of-court disposals has been exemplary. I was also pleased to hear about the improved quality of work to address desistance through court disposals. MP Atkins also commented that 'it is particularly impressive that the

YOS has significantly improved under such challenging circumstances. I am aware that, as HMIP noted in their report, nowhere else in the country has an equivalent concentration or extent of poverty and deprivation as Blackpool, and that in the year preceding the report Blackpool had been free from Covid-19 restrictions for just six weeks. I congratulate you on the improved delivery of services to vulnerable children and young people in the face of adversity'.

Six recommendations were made by HMIP following the inspection to further improve the service:

- Evaluate the effectiveness of interventions to ensure they are meeting children's needs and reducing re-offending.
- Provide thorough and effective initial assessment of children's health and educational needs, including communication skills and dys-lexia.
- Reduce the unacceptably high NEET (not in education, training or employment) rates for the over-16 caseload by getting more children into further education provision and vocational training, including access to services where children can gain the personal, life, and social skills they need to work towards employment.
- Ensure that, in all children's records, there is a plan to keep other people safe and contingency planning if issues in the child's life increase the likelihood of harmful behaviour.

- Where risk to the child's safety or wellbeing is identified, put in place clear contingency planning for circumstances where the risk may increase.

Where risk to other people is identified, put in place clear contingency planning for circumstances where the risk may increase.

Progress on the above HMIP recommendations have commenced and are fully outlined in our improvement action plan, but include:-

- YJS Practitioners have transitioned to a new model of recording (the ACORN model- Aim, Content, Outcome, Risk, Next steps) for all interventions with children and young people to ensure clear and consistent delivery of interventions based on identified need. YJS Practitioners have begun to use the My Target Plan format with children and young people to further enhance the effectiveness of the YJS interventions.
- At the end of 2021 a series of audits were undertaken and learning circles held with YJS practitioners to further embed the use of ACORNs, My Target Plan and enhance contingency planning arrangements with plans for children and young people. YJS Team Managers are providing ongoing support to Practitioners to further refine contingency planning for all children and young people.

- The YJS Education, Employment and Training practitioner along with a YJS Team Manager are linking with local YJS who have been identified by HMIP as high performing in engaging children and young people, who are NEET, and supporting them in being in a positive destination. The aim of the visit will be to find out what, if anything, they are doing differently to Blackpool YJS so that we can look to emulate where we can.
- In addition, the YJS Education, Employment and Training practitioner has been supported to create a bespoke package of intervention to support children and young people who are not yet ready to engage with Education, Employment and Training. The interventions will support personal, life and social skills in order to develop children and young people's self-esteem, confidence and motivation. Our YJS Education, Employment and Training practitioner has launch a suite of direct work resources with practitioners in May 2022.
- An Executive and Shadow Board Development Day was held on 26th January 2022 to further strengthen our partnership, problem solve in order to achieve consistently great outcomes for all our children and young people and enabled contributions to this plan to get Blackpool YJS to outstanding.

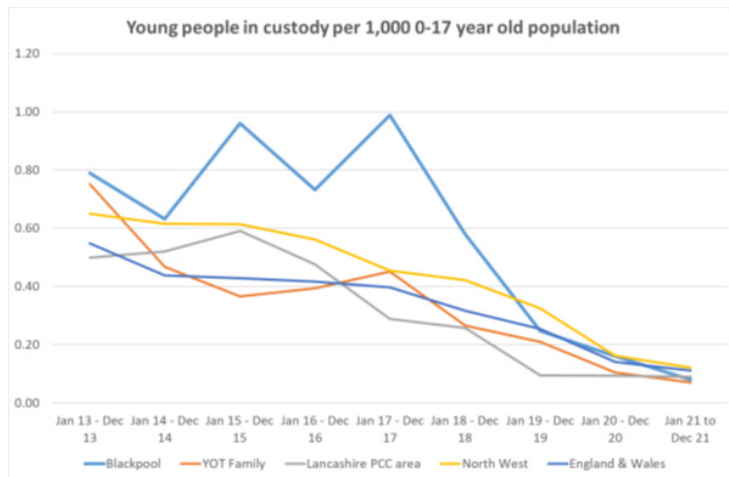


Performance and priorities

USE OF CUSTODY

Remands to custody and custodial sentences have continued to decrease and remain well below comparators. This is against a backdrop of a smaller cohort of children and young people, but a more concentrated population of complex and vulnerable young people.

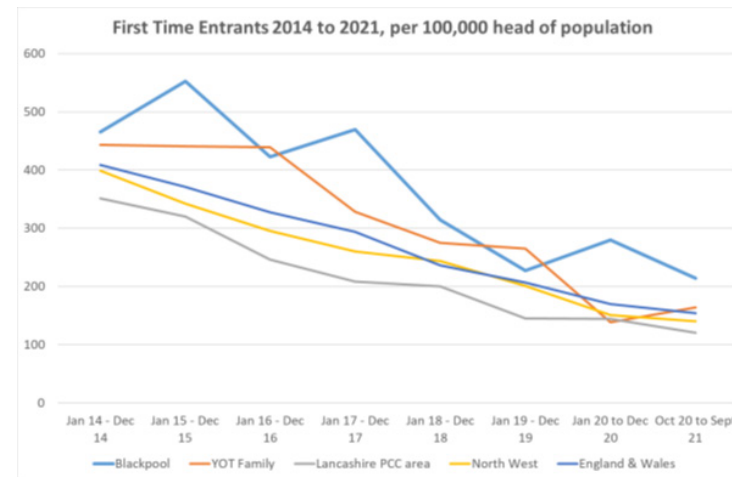
The continued low number is positive and points to our improved partnership working with Police, Courts and other partners. However, what this does mean is that the YJS is working with an increasingly complex cohort of children and young people in the post Court arena. This requires a fundamental shift in how interventions are delivered with a focus on evidence based and trauma informed approaches to support desistance to enable children and young people to serve their sentence whilst remaining in the community.



Reducing First Time Entrants:

First time entrants are reducing in Blackpool however remain significantly higher when compared locally and nationally.

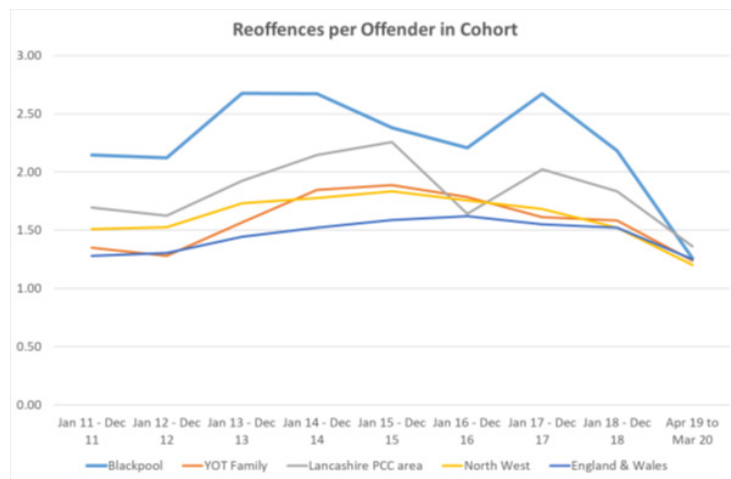
We will continue to work innovatively with partners to tackle anti-social behaviour which will also have an impact on first time entrants, this approach along with the “Turnaround” project recently announced by the government will also assist with addressing performance in this area.



Reducing Re-offending

The YJB have now published annual reoffending data in the latest Youth Justice Data Summary (YDS) for year ending March 2020. We continue to reduce our numbers and also remain just below local and national figures.

Reoffending rate (Reoffenders / Number in cohort) comparison



This is a reduction of -10 Compared to the same period the previous year



National Standards

In 2020 Blackpool YJS National Standard self-assessments on 5 themed areas were submitted to the Youth Justice Board - out of court disposals; in court; in the community; in secure and on transition and resettlement. These submissions were agreed by the Youth Justice Board as being an “evidenced reflection of the judgements against the service standards” and did not therefore require a validation visit. To ensure that the Youth Justice Service Executive Board has assurance that the Youth Justice Service would continue to take learning and improvement actions from the national standards self-assessment, along with a peer review and service audits, each of the national standards themes was appointed a nominated board member as the lead officer. Their role was to ensure the delivery of actions within each of the 5 themed improvement plans and provide updated reports on their progress at the Youth Justice Service Executive Board meetings. This work will continued throughout 2022-23 were some actions in some of the areas are continuing. An outline of the progress and outstanding work can be seen in Blackpool’s YJS Partnership improvement plan at Appendix 4.

Challenges, Risks and Issues

Budget pressures and funding uncertainty for Blackpool YJS is a challenge and a risk for 2022-23 and beyond. Within the last 12 months we have faced the challenges of an ongoing efficiency agenda at national and local levels and now find ourselves in a cost-of-living crisis. The impact on Blackpool will be particularly felt given that it was on the most deprived towns in England. This has already resulted in a significant reduction in our core budget due to no longer receiving Police contributions. We recognise that our partners will have similar pressures and a risk is that other partners will be unable to maintain support and/or resources for staff secondments

Currently there are unknown future pressures and/or costs as a direct or indirect consequence of recovering from Covid-19 across the town. For example, a potential increase in anxiety and emotional or mental health difficulties which, as a result, would impact on available services such as Health and Education, Training and Employment opportunities due to increasing demand. Such pressures on children, young people and their families would not only make them more vulnerable to unmet need but would result in affecting overall performance by YJS not being able to achieve KPIS.

Evidence Based Practice and Innovation

The work on anti-social behaviour described in section 3 Child First, was an innovative collaboration with our third sector partners, Police, Early Help and Leisure colleagues. The Local Government Association included the work as a case study and published the information on their web site as an example of innovative practice. This practice will continue to be developed as further issues emerge.

- The work of Blackpool's Out of court Disposal (OoCD) has been recognised as exemplary work "An extensive range of interventions is available to children within the out-of-court disposals arrangement.
- Caseworkers demonstrate commitment to the children and young people and form appropriately supportive and challenging relationships in an honest and open way.

The joint working that underpins the delivery of out-of-court disposals was exemplary. HMIP 202.

Looking forward

Whilst we have commenced work on working towards outstanding and our three cross cutting themes we acknowledge that there is more to do in 22/23:-

Understanding the health needs of our young people:-

- Continue to develop our trauma informed approach by further training and specialist support
- Employ the services of a psychologist to provide consultation/supervision/support
- Develop speech and language assessment, interventions and pathways by commissioning the services of a specialist practitioner

Promoting the decriminalisation of children by using Out of court disposals:-

- Regular audits to challenge the partnership on ensuring any disproportionality in decision making for children and young people of minority groups and other vulnerable groups including children looked after and care leavers
- Contribute to the Pan Lancs Scrutiny panel and bring learning and effective practice to Blackpool Youth Justice Service
- Enhance the out of court disposal intervention offer to ensure it is evidence based and focused on assessed need and risk

Ensuring our young people have access to suitable education, training or employment that meets their needs:-

- Ensure that emerging practice is embedded in YJS and partner's practice from current research and studies such as "professional perspectives: school exclusions, disproportionality and criminal exploitation"; HMIP Thematic Inspection on ETE (June 2022) and the effective Practice Guide from this inspection.
- Continue to develop bespoke pathways and services to support the ETE needs of children and young people in the Youth Justice System in Blackpool.

TurnAround Project:-

- Blackpool is looking forward to working on the new project announced by the government on a visit to Blackpool to work with children "teetering on the edge of criminality...for the first time ever, local authorities will be given specific cash to intervene early with teenagers displaying signs such as poor school attendance, troubles at home, and a history of substance misuse" (Press Release Published 20 May 2022 – MOJ, YJB, Keith Fraser, the Rt Hon Dominic Raab MP and Minister Victoria Atkins).

Sign off, submission and approval

Chair of YJS Board - name

Interim Chair

Director of Children's Services

Signature

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Date

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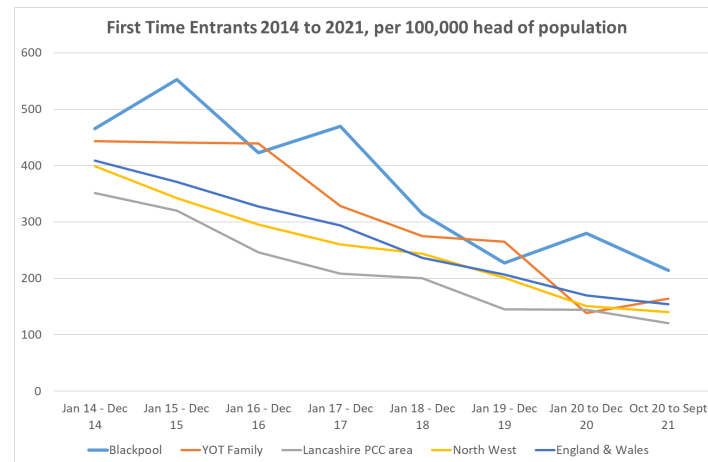
Appendix 1

Benchmarking Blackpool YJS Performance

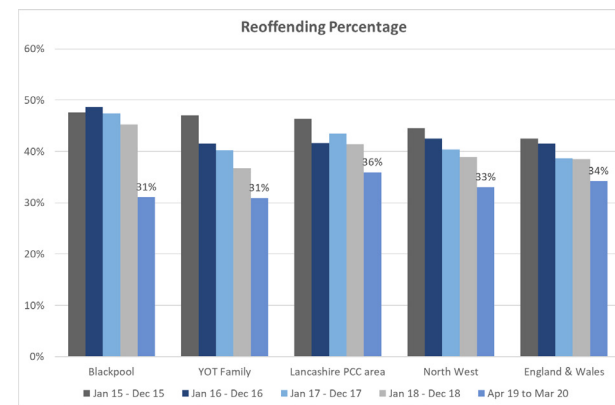
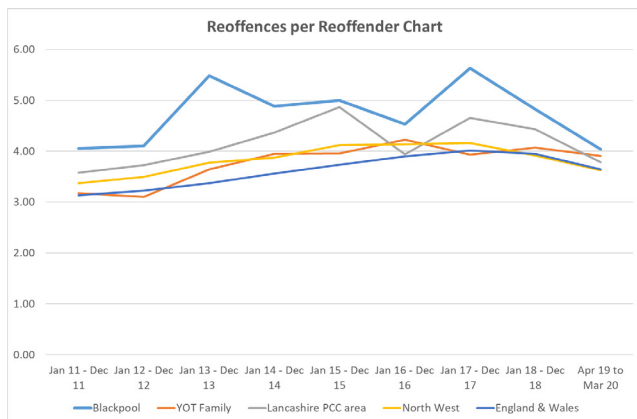
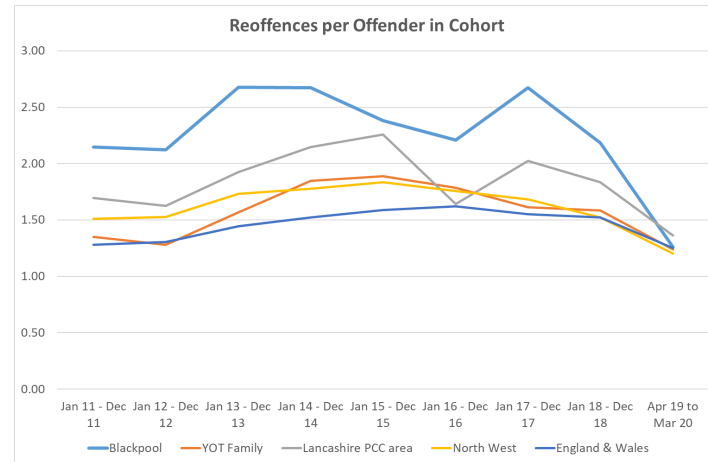
Blackpool YJS Performance & Analysis of the profile of children worked with in 2021/22

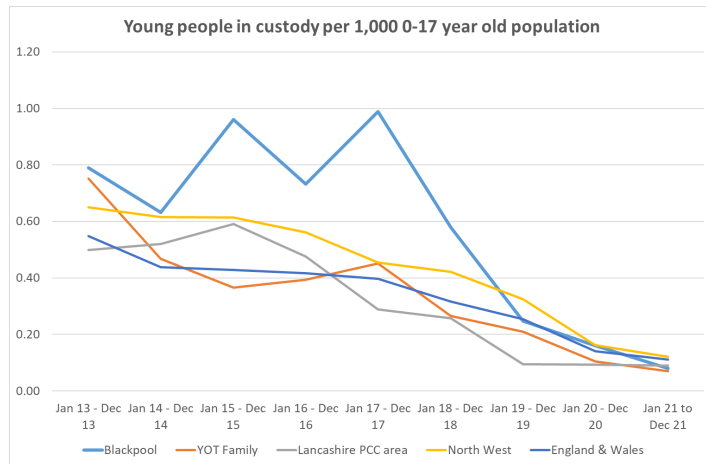
Key Performance Measures in most recent national dataset
&
'First Cut' Year End 2021/22 Analysis:
Children worked with during the year and Proven Offences & Outcomes

First Time Entrants & Custody

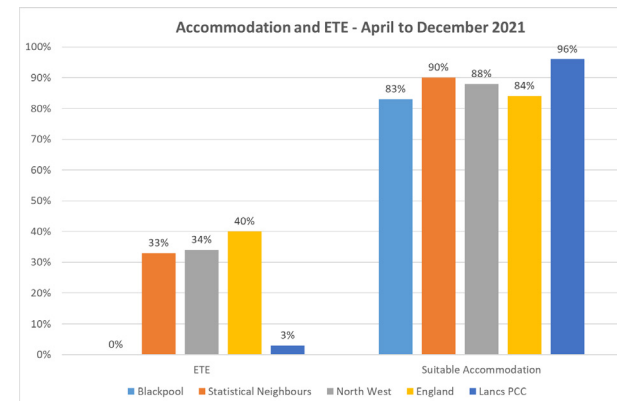


Reoffending





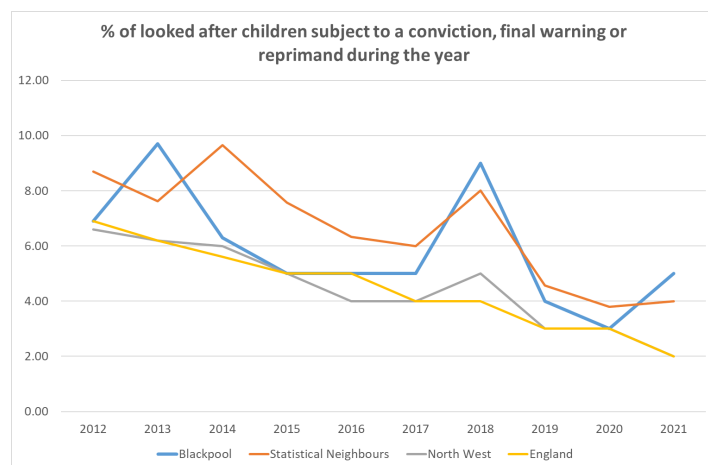
Education, Training & Employment and Suitable Accommodation



Children in Care & Offending

AssetPlus Assessments

Looking at the 2021/22 Completed Assessments – what do they tell us?



The Basics

- 104 children with an AssetPlus assessment completed by Blackpool YJS in the last year (a further 13 were completed by other YJS and transferred into Blackpool)
- 88% boys (vastly disproportionate to local population: 51:49 Male-Female), but in line with national pattern (85% boys).
- 87% White British (in line with local population: 87% in school census)
 - 7% of mixed heritage (White & Asian, White & Black African or White & Black Caribbean);
 - 1 eastern European young person (Latvia), one Vietnamese young person
- Average age of the young person at completion of assessment: 16.3

	Age								Total
	11	12	13	14	15	16	17	18	
Female		1		5	2	5	1		14
Male	1		7	11	14	27	28	15	103
Total	1	1	7	16	16	32	29	15	117

Children's Social Care Involvement & Family

- Just under a quarter of yp have been in care, with a fifth currently in care (*down on last year when it was a third*)
- Half have been subject to a child protection plan at some point
- 60% had social care involvement (a third had none), with 73% having had social care involvement with their family.

Yet.....

- Only a third of young people were assessed to have concerns around parental care and supervision (mental health issues most common issue)
- Less than half had concerns around family behaviour (witnessing domestic violence most common issue).

There were concerns about the young people's significant relationships, with

- Loss of contact affecting a quarter of young people; and
- Aggression and violence within the family also being a concern for a quarter of yp.

Criminal & Sexual Exploitation & Safety Concerns

- 40% of young people are vulnerable to criminal exploitation – *up from a third last year* (45 male, 2 female – *was all male last year*)
 - Slightly over a fifth were deemed to be either at risk, suspected to be involved or previously involved in 'county lines' (*as last year still all boys*); and
 - 12 young people (*up from 10 the previous year*) had been referred to the National Referral Mechanism (all boys, 9 White/British, 2 of mixed ethnicity and 1 Vietnamese yp)
- 15% of the young people were at risk of sexual exploitation – *down on last year (20%)*. All but three of these young people were boys. All were White British)
- There were concerns for safety for 67% of the young people assessed, with a risk of self harm for a fifth; and a risk of suicide for a small but significant number (11 young people)
- 70% have some level of substance misuse concerns, with concerns around addiction, or how the young person's time is being spent for 48% of the cohort.

Offending History & likelihood to reoffend

- 40% had previous convictions – *less than last year (50%)*
- Average number 2.5, most commonly only one previous offence
 - Average age at first conviction of 15.3;
 - Age at time of sanction of 15.2.
 - Average age at first sanction was 14.6
- Nearly half have a high (13%) or medium risk (32%) of reoffending.
- A quarter of the young people have a high (23%) or very high (2%) risk of serious harm – *up from a fifth last year*
- 4% are assessed to be a risk to children

Mental and Physical Health

- 70% quarters have mental health needs and for 38% it is a risk or concern
 - 13% have a diagnosed condition
 - 46% have had contact with mental health services
 - 41% suffer from stress or anxiety (*up 5% on last year*)
 - 29% have long-standing symptoms of over-activity, inattention & impulsivity
 - 30% have a history of self-harm (14% have previously attempted suicide)
 - 11% have flashbacks of past traumatic events
 - 10% have current symptoms of depression
- Half of the young people are identified as currently endangering their own health through their behaviour
- 18% had identified physical needs (*up 5% on last year*)

Special Needs & Communication Issues

- Three quarters are judged to have SEND or Communication issues
 - Between a quarter and two fifths have issues with communicating/explaining themselves and also understanding, remembering and following what others say to them.
 - A similar proportion experience social difficulties, find it hard to maintain relationships, or to show their emotions.
 - Half have difficulty thinking about the thoughts & feelings of others
 - Just over a third have either a family member or a professional expressing concerns about social communication skills, or learning needs.

All of the above is very similar to the analysis undertaken of the 2020/21 cohort

Relations with others, Attitudes & Behaviours

- Just less than half of the young people have significant problems relating to others (*up 7% on last year*)
 - Compared to last year, the underlying characteristics of this cohort has shifted towards susceptibility to manipulation & pressure and fear and mistrust of others, rather than over assertive and controlling behaviour.
 - Concerns about the attitudes of the young people are much less prevalent than concern about behaviours
 - Relatively few young people justified their behaviour or believed that their victims deserved it, either as individuals or members of a group (*& these figures have fallen compared to last year*).
- However,
- Over half of young people in the cohort had evidence of behaviours of concern
 - Violent or threatening and aggressive behaviour was the most common concern (for over a quarter of the group), with sexually inappropriate behaviour being a feature for 13% of the group.

Local Issues & Concerns, Accommodation & ETE

- Local issues are only a concern for a growing minority of the cohort (26%)
 - Localised offending patterns are the greatest concern – radicalisation or ethnic tensions do not feature.
- Accommodation is a concern for a third of the cohort at the time of assessment
 - A large majority of the young people live at home (75%), although a significant proportion live in residential units (10%)
 - Two thirds of those with current accommodation concerns live at home (*up from 50% last yr*)
- Two thirds of the young people have current education, training or employment concerns at the time of assessment (*up from 50% last year*)
 - Over a third have a history of moves, disruptions or exclusions
- Only 2 young people in the cohort are parents or parents to be (*down from 6 last year*)

Analysing Offending and Outcomes

Offences with Outcomes in 2020/21

Compared to last year

- Fewer offences (191, compared with 276 - a 30% reduction)
- Significantly fewer proven offences (93, compared to 195 - a 50% reduction)
 - Albeit with 21 in 2021/22 offences without an outcome as yet.
- Slightly fewer young people with an offence (84, compared to 92 last year – a 9% reduction)
- Significantly fewer young people with a proven offence (50, compared to 75 last year – a reduction of a third)
- Proportionate split of types of proven offence remain similar, but at a significantly lower volume – bringing Blackpool more in line with the national average

Number of Offences, by type, scaled by population

Number of offences by offence group	England & Wales 2021	England & Wales Rate per 100k	Blackpool actual figure 2021/22	Blackpool rate per 100k	2021/22 Ratio	2020/21 Ratio
Violence against the person	12,437	228	33	264	1.16	2.00
Theft and handling stolen goods	2,884	53	1	8	0.15	1.35
Other	3,621	66	8	64	0.97	1.44
Motoring offences	4,382	80	3	24	0.30	1.38
Drugs	3,961	72	5	40	0.55	0.74
Criminal damage	3,481	64	7	56	0.88	1.88
Public order	2,236	41	10	80	1.96	1.59
Robbery	2,354	43	2	16	0.37	2.08
Burglary	1,339	24	7	56	2.29	2.48
Breach of statutory order	920	17	12	96	5.71	1.32
Sexual offences	903	17	5	40	2.42	6.46
Total proven offences	38,518	705	93	744	1.06	1.74
Scaling population	5,466,338		12,494			

The 'Ratio' divides the Blackpool rate by the England and Wales rate.

A score above 1 means the offence is more prevalent in Blackpool than in England and Wales overall. A score of less than one means a lower prevalence.

The greater the number, the greater the disparity

Scaling population is the 10 to 17 year old population in the relevant area.

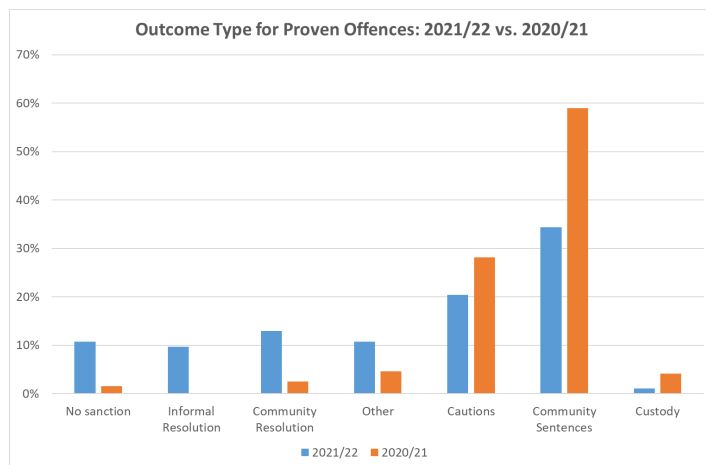
Knife related proven offences per 10k: England & Wales 64, Blackpool 80 (10 offences with an outcome) – Ratio: 1.25

Proven Offences in 2021/22

List of offences	Proven Offences 2021/22 - Blackpool		as % of total		
	Number	Blackpool	England & Wales	Blackpool 20/21	Yr on Yr Diff
Burglary	7	8%	4%	5%	2%
Domestic 3, Non-Domestic 4					
Other	8	9%	10%	8%	0%
Breach of Bail 2, Vehicle Theft 3, Other 3					
Breach of Statutory order	12	13%	3%	3%	-10%
Criminal Damage	7	8%	9%	10%	-3%
Drugs	5	5%	10%	4%	1%
Motoring offences	3	3%	10%	8%	-4%
Public order	10	11%	7%	6%	5%
Robbery	2	2%	5%	6%	-4%
Sexual offences	5	5%	2%	7%	-1%
Theft and handling Stolen Goods	1	1%	10%	8%	-7%
Violence against the person	33	35%	31%	35%	0%
Assault a constable in the execution of his/her duty	0	0%		3%	-3%
Assault a person thereby occasioning them actual bodily harm	2	2%		5%	-3%
Assault by beating	4	4%		6%	-1%
Assault by beating of an emergency worker	2	2%		1%	1%
Common assault	9	10%		4%	6%
Conspire to possess a firearm without a certificate	0	0%		1%	-1%
Obstruct / resist a constable in execution of duty	1	1%		2%	-1%
Possess an imitation firearm with intent to cause fear of violence	0	0%		1%	-1%
Possess an offensive weapon in a public place	8	9%		4%	4%
Possess offensive weapon on school premises	1	1%		0%	1%
Possess knife blade / sharp pointed article in a public place - Criminal Justice Act 1988	6	6%		8%	-2%
Threats to kill	0	0%		1%	-1%
Wound / inflict grievous bodily harm without intent	0	0%		1%	-1%
Total	93				

Proven Offences, with Outcomes in 2021/22

List of offences	No Sanction		Informal		Community Resolution		Cautions		Community Sentences		Custody		Total					
	Absolute Discharge	Discharge	Verbal	Referral	Police Restorative	Other Agency	Youth Referral	Youth Caution	Youth Conditional Caution	Referral Order	Youth Rehabilitation Order	Youth Rehabilitation Order with Supervision		Detention + Training Order				
Breach of bail												2	2					
Breach of Statutory order			1									3	3					
Criminal Damage				1	1	1							1					
Domestic burglary					1			1	1				2					
Drugs	2							1	1				1					
Motoring offences		1											1					
Non Domestic Burglary						4							4					
Other			1				1				1		3					
Public order			1	1					1				1					
Robbery										2			2					
Sexual offences								2					5					
Theft and handling Stolen Goods													1					
Vehicle Theft / Unauthorised Taking						1							1					
Violence against the person	4			5		1	1	1			3	8	6					
Total	2	5	2	1	7	2	1	3	8	3	3	3	9	12	14	6	1	93



Overall Conclusions

- Vast improvement on the 2017 position in key measures – moving to be in line with similar areas, the region and the national average.
- Still work to do in some key areas – esp. Education, Training & Employment.
- In line with the national pattern, the children with whom the service works are disproportionately male. But they are ethnically representative of the town.
- Common issues for the children worked with include – mental health, communication challenges, substance misuse, damaged relationships and loss; and patchy engagement with Education, Training and Employment (ETE)
- Types of offence committed in Blackpool are broadly in line with the national pattern, in terms of proportion – with a substantial reduction in the volume of offending scaled against population in the past year – moving more into line with the national pattern
- Outcomes for proven offences show a major shift away to lower tariff types of outcome and away from community sentences.

Young people with outcomes for violent offences – who are they?

Compared to the YJS cohort as a whole... they are similar to the wider group

Age	Female	Male	Total
13		2	2
14	3	3	6
15		3	3
16		9	9
17		3	3
18	1	2	3
Total	4	22	26

- Slightly younger average age: 15.3
- Similar gender split to the overall YJS cohort of young people (85% male)
- Similar ethnic representation (85% White British)
- Only 19% had a previous conviction (58% no previous sanction)
- Similar level of social care involvement, current and historical
- Higher involvement in criminal exploitation (42%)
- 65% live at home (lower than the wider cohort)
- Slightly lower identification of mental health needs (62%)
- Similar identification of SEND & Communication Needs (76%)
- Similar identification of substance misuse issues (70%)
- Similar number of young people with concerns for their safety (69%)

Appendix 2

Voice of the Child

Feedback from children

"Never let's me down. Always sticks to her word. Understands the situation, gives me a chance because of it."

"I'd like to be a YOT worker myself one day. They were really good at being open and considerate about my situation."

"He didn't treat me like a child or an adult. He treated me like a teenager, like I should be treated."



"The exercises sent were helpful. They made me think about how the victim might feel!"

"I have loved her, she is the best worker I have ever had!"

"It was good to have someone to talk to!"

"She helped me grow up to be honest, to mature."

"She listens and she's a good person. We have a good relationship."

"When she says she's coming she's always there."

Appendix 3

Outline of full board membership

Youth Justice Board - Attendance April 2021 to March 2022

Y=attended A=apologies D=Deputy Blank – no attendance, no apologies

Agency	Role	Meeting date				
		25 May 2021	20 July 2021	28 Sep 2021	24 Nov 2021	26 Jan 2022 (Full Development Day)
Independent	Chair	Y	Y	Y	Y	Y
Blackpool Council	Director of Children's Services	Y	Y	Y	Y	Y
Blackpool Council	Chief Executive	Y	A	A	A	Y
Blackpool Council	Elected Member	Y	A	A	Y	Y
Blackpool Council	Head of Adolescent Services	Y	Y	Y	Y	Y
Blackpool Council	Adolescent Service Manager Youth Justice	Y	Y	Y	Y	Y
Blackpool Council	Head of Corporate Development	Y	A	Y		Y
CCG	Clinical Commissioning Group	Y	Y	A	A	A
	Chief Operating Officer	Y	A	D	Y	
Blackpool Teaching Hospitals	Head of Safeguarding	Y	Y	Y	A	D
			Also Natasha Wakin-Lewis			
Lancashire Constabulary	Lancashire Constabulary (Vice chair) Assistant Chief Constable/Superintendent	Y	Y	Y	Y	D
Lancashire Constabulary	Head of Criminal Justice (Theme leads for operational action plans (Out of Court Disposals))	Y	A	Y	Y	Y
National Probation Service	Head of NW Lancashire	Y	Y	A	A	Y
Youth Justice Board	YJB North West Head of Business Area	Y	Y	Y	A	Y
	Courts youth lead	Y	Y	A	Y	A

Agency	Role	Meeting date				
		25 May 2021	20 July 2021	28 Sep 2021	24 Nov 2021	26 Jan 2022 (Full Development Day)
Office for the Police and Crime Commissioner	Chief Executive	Y	A			A
HM Courts and Tribunal Service	Theme leads for operational action plans (In Court)	Y	A	Y		A
Independent Reviewing Officer, Blackpool Council	Theme leads for operational action plans (In the Community)	A	Y	Y	Y	Y
Children Safeguarding Assurance Partnership	Theme leads for operational action plans (In Secure)	Y	Y	Y	No longer a member	No longer a member
Head of Service, Children's Services, Blackpool Council		Not a member	Not a member	Not a member	A	Y
Education Inclusion Officer, Blackpool Council	Theme leads for operational action plans (Transitions and Resettlement)	Y	A	A	No longer a member	No longer a member
Assistant Director		Y	Y	A	Y	Y
Blackpool Council	Shadow board member	A	Y	A	Y	Y
CPS	District Crown Prosecutor	Y		Y	Y	A
		A	A	Y	A	
Youth Justice Board	YJB police representative	A	A			A
Blackpool Council	Performance, Systems and Intelligence Manager	Y	Y	Y	Y	Y
Blackpool Council	Delivery Development Officer	Y	Y	Y	Y	Y

Agency	Role	Meeting date				
		25 May 2021	20 July 2021	28 Sep 2021	24 Nov 2021	26 Jan 2022 (Full Development Day)
HMYOI Wetherby	Head of Resettlement	A		No longer a member	No longer a member	No longer a member
		Not a member	Not a member			
Lancashire Constabulary	Head of Lancashire Violence Reduction Network	Not a member	Not a member	Not a member	A	A
Blackpool Council	Assistant Director	Not a member	Not a member	Not a member	Y	Y
		A	A	A	Y	No longer a member

Appendix 4

Youth Justice Improvement Plan

Youth Justice Partnership Improvement Plan

Part 1

Change Led by the Board

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
LM18	Blackpool YJS to be re-branded, including the development of an expectations of YJS document for young people, parents and carers.	Reinforce a child first/child friendly image for youth justice services in Blackpool. Young people and their parents have a clear understanding of what to expect from the youth Justice service.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Service Manager	Update team name – September, 2022	Team now known as Youth Justice Service rather than Youth Offending Team. All documentation to be updated.
					Refresh parental guidance – completed	Court Prep and Outcome documentation updated and Child, Parent & Carer leaflets launched.
					Update team logo – August 22	Ideas from our children collaged. Logo to be revised in conjunction with Corporate Communications, Blackpool Council.

Youth Justice Partnership Improvement Plan

Recommendations from 2021 HMIP Inspection

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
HMIP 1/21	Evaluate the effectiveness of interventions to ensure they are meeting children's needs and reducing re-offending.	Practitioners deliver purposeful interventions.	Children's needs are met via the interventions and re-offending is reduced.	Service Manager	Co-produce and implement evaluation schedule at key points (after intervention, exit interview C&F and post exit follow up) – Jan 2022	<p>Audits undertaken in November 2021 to ensure MYPlan includes interventions as assessed per Asset+.</p> <p>Contacts have also been looked at to ascertain effectiveness via voice of child.</p> <p>The two YJS Team managers visited Blackburn YJS to meet with their manager and practitioners of their multi-agency sexually harmful behaviour team to discuss the development of their range of effective interventions. YJS managers have since arranged for Blackpool YJS practitioners to attend Blackburn's development and consultation meetings in the future to bring learning back to the team.</p> <p>Following our recent Trauma Training, commissioned from the Adolescent Service delivered by Research in Practice, all team members have been provided with</p>

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
						<p>access to their library of interventions.</p> <p>Feedback from children and parents undertaken by Team Managers. Key findings to be collated, shared with the Exec Board quarterly and identified improvement actions to be implemented.</p>
					<p>Implement peer audit to review effectiveness of interventions to be complete - mid Aug 2022</p>	<p>Tool from Nottingham being adapted. Feedback to be shared with HoS/SM by 31st August.</p>
					<p>Implement new management oversight meeting to ensure that the right interventions are planned and match the risk factors - May 2022</p>	

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
					Findings from audits to be incorporated into Service Manager report to the Exec on quarterly basis alongside analysis of children who reoffend quarterly and feedback to Exec Board – from Sept 2021 onwards	SYV analyse provided to board in Sept 21. Nov 21 audit findings shared with Board May 22 (due to development day in Jan).
HMIP 2/21	Provide thorough and effective initial assessment of children’s health and educational needs, including communication skills and dyslexia.	Assessments of children’s needs are thorough and comprehensive.	Children’s needs are met as robust assessments inform intervention plans and re-offending is reduced.	Service Manager & Theme Leads	Best practice from other areas to be sought via AYM and shared at Exec & Shadow Board Development Days – Jan 2022	Complete: ETE practitioner along with a YJS Team Manager linked with local YJS who have been identified by HMIP as high performing in engaging Children, who are NEET, and supporting them in being in a positive destination and shared at Development Day Jan 22.
					Review health section within Asset+ Assessment – Apr 2022	Complete: YJS Team Manager completed template to capture Health Assessment for inclusion in Asset+ and shared with Named Nurse for Children’s Contextual Safeguarding in April 22.

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
					<p>Meet with SLaC NHS CCG Commissioners re: pathways and review - Apr 2022</p>	<p>Complete: HoS & SM meeting with BTH provider in April 22.</p> <p>HoS & SM meeting with review lead from a Better Communication in April 22.</p> <p>SLA agreement between Blackpool YJS & Children’s Targeted Services, Children’s Therapy Team, Blackpool Teaching Hospital to provide YJS with specialist SLaC support for screening, intervention consultation, for children who may or may not be known to SLaC.</p>
					<p>Identify and roll out practitioner training and workforce development re: SLaC- Sept 2022</p>	
HMIP 3/21	Reduce the unacceptably high NEET rates for the over-16 caseload by getting more children	Practitioners deliver and have access to purposeful interventions to	Children have better access to services where they can gain the personal, life,	Service Manager, ETE Practitioner and	Youth Advisers appointed, peer consultation to take place - Sept 2021	Complete: 7 Youth Advisors now appointed


Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
	into further education provision and vocational training, including access to services where children can gain the personal, life, and social skills they need to work towards employment	develop children's skills towards employment.	and social skills they need to work towards employment. Increase in children accessing education, training or employment.	Transitions Theme Lead	Young People's Employment and Skills Strategy Board to be established - Oct 2021	Complete: Board established and chaired by HoS and YJS SM board member. Operational Group launched and YJS ETE Officer is rep.
					Launch of 16+ Youth Hub – Jan 2022	Complete: Service Manager attended launch and shared referral routes with the team. YJS ETE Officer supporting attendance.
					Young People's Employment and Skills Strategy Launched – date tbc	Workshops held re: implementation plan in March and April 2022.
					16+ ETE Focus in Service Manager report to Exec - Sept 2021 onwards	Complete: Presentation and themed discussion took place Nov 21. ETE reported in every team performance report to board.
					Intervention re Personal and Social needs created and delivered by YJS	ETE Practitioner creating/collating preparation for ETE resources. Launched with YJS on 4th May 2022.

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
					Practitioners – date tbc	
HMIP 4/21	Ensure that, in all children’s records, there is a plan to keep other people safe and contingency planning if issues in the child’s life increase the likelihood of harmful behaviour.	Safety and contingency planning routinely takes place and is recorded.	Children and other people are safe.	Team Managers	Series of learning circles to be co-produced, delivered and evaluated - by Dec 2021	Complete: Audit completed in November 2021. Learning circle took place in December 2021 to feedback to the team on audit findings and contingency planning. Team crib sheet created to share learning re: contingencies.
					Findings of audit of children’s records to be collated - by June 2022	
HMIP 5/21	Where risk to the child’s safety or wellbeing is identified, put in place clear contingency planning for circumstances where the risk may increase.	Safety and contingency planning routinely takes place and is recorded.	Children and other people are safe.	Team Managers	Series of learning circles to be co-produced, delivered and evaluated - by Dec 2021	Complete: Audit completed in November 2021. Learning circle took place in December 2021 to feedback to the team on audit findings and contingency planning. Team crib sheet created and shared learning re: contingencies.
					Findings of audit of children’s records to be collated - by June 2022	

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
HMIP 6/21	Where risk to other people is identified, put in place clear contingency planning for circumstances where the risk may increase.	Safety and contingency planning routinely takes place and is recorded.	Children and other people are safe.	Team Managers	Series of learning circles to be co-produced, delivered and evaluated - by Dec 2021	Complete: Audit completed in November 2021. Learning circle took place in December 2021 to feedback to the team on audit findings and contingency planning. Team crib sheet created to share learning re: contingencies.
					Findings of audit of children's records to be collated - by June 2022	
HMIP Area for Imp P16	Develop an agreed protocol and shared understanding across the partnership for managing contextual safeguarding at the operational level.	Shared understanding for managing contextual safeguarding in place at the operational level.	Children are safeguarded.	Head of Service, Service Manager	Exec and Shadow Board to plan at development day - 26th Jan 2022	Complete:  Extract from Youth Justice Service Develo
					Agenda item at Blackpool Contextual Safeguarding Operational Group and Pan-Lancs Contextual Safeguarding Group - Mar 2022	

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
					Task & Finish Group to be established - May 2022	
					Draft protocol to Exec Board - Sept 2022	
HMIP Area for Imp P17	YJS and partner agencies need to develop the way they manage information so that they communicate more effectively.	Communication amongst partners is effective.	Children are provided with the right support at the right time by the most appropriate partner.	TBC	Exec and Shadow Board to discuss at Development Day - 26th Jan 2022	Complete
					Establish timeline for Servelec roadmap for when Mosaic and Core+ can link – Feb 2022	A view of a subset of information from Mosaic within Core+ and vice versa will be available following upgrade (timescale dependence on server upgrade in June 2022 with 3-month implementation plan).
					Health colleagues training and access to Core+ complete - Mar 2022	Complete
					Arrange co-location of YJS Police Officer 2 days a week as restrictions ease in	Currently co-locating on Wednesdays.

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
					line with emerging YJB protocol - May 2022	

Youth Justice Partnership Improvement Plan

Part 2

Theme: Out of Court

Lead: Lesley Miller, Head of Criminal Justice, Lancashire Constabulary

Statutory guidance:

- [Youth out-of-court disposals: guide for police and YJSs - 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](#)

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1a	Strategic planning: Scope out, create opportunities and promote the Prevention Offer, with Neighbourhood Policing and Community Safety, to divert children away from the Criminal Justice System			Service Manager, Michelle Bury, Jen Bradshaw, Suzy Robertson (Early Help Hub)		Complete: Outreach & Diversion funding received from Lancashire Violence Reduction Network to support the creation of further Outreach and Diversion Opportunities. 3rd Sector Boys & Girls Club funded (July-Oct 2020) and (May 2021-Sept 2021). Further funding received for Summer holidays.
						Complete: Increased prevention offer via Family Hubs as social distancing and lock down measures ease. Widely promote Family Hub

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						<p>Community Timetables across the partnership. Update July 2021- Family Hubs in North, Central and South Blackpool are now open for appointment based services, timetables for summer holiday period are in place which include a variety of all age activities. Further planning underway to consider extension of the offer as COVID restrictions are lifted. Update April 22: Early Help now based around the Family Hubs, new strategy launched & EH offer widely publicised.</p>
					<p>Jun 2022</p>	<p>Blackpool Youth Provision Review task and finish group formed in April 2021 inc. Head of Adolescent Service, Head of Leisure, Youth Group Providers and elected members. (Independent consultant to be commissioned and undertaking field work by July 2021). Up-date 07/09/21 Independent consultant National Youth Agency (NYA) commissioned July 2021. NYA meeting Blackpool Youth Provision Review task and</p>

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						finish group 09.09.21 to begin work. Update April 22: Youth Provision Review draft summary report completed, once approved this will be published.
						<p>Complete: Funding secured via Young ADDER project to undertake Awaken outreach work evenings and weekends to complement offer from Community Safety. This will include disruption of problem places, interacting with young people that are at risk of CE or MFH, a visible presence and interaction with others within the community in heightened locations of interest, to gather intel from out of hours working to be fed back into the Daily Exploitation Meeting to assist with targeting, disruption and mapping. Goes live w/c 17/05/21. Programme and extra outreach activities developed to be delivered over the summer holidays. Up-date 07/09/21 Community Safety leading Welfare and Disruption evenings each week usually Weds & Thurs supported by</p>

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						Awaken colleagues. Discussions underway with Awaken to explore Police staff also working out hours. Impact reports to CSAP Contextual Safeguarding Sub Group. Update April 22: Regular outreach activities undertaken which now includes weekends. Intelligence shared with all appropriate services at the DEM.
						Complete: Work with Lancashire Violence Reduction Network to develop a pan-Lancashire targeted youth offer via Youth Endowment Bid for Pause for Thought. OPCC advised the bid was unsuccessful Jun 21.
1b	Strategic planning: Undertake analysis and action planning to tackle any disproportionality.			Julie Cummins	Ongoing	A small working group has been established as part of the Lancashire Criminal Justice Board to review disproportionality in the CJS. The meeting is chaired by Lesley Miller, Lancashire Constabulary and agencies have been asked to provide data to enable an overview of related activity in Lancashire to be collated

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						which will inform areas for future consideration. Data has been submitted to LCJB, it didn't identify any disproportionality in terms of ethnicity however it was raised that there is disproportionality around CLA and leaving care. Update April 22: Review of LCJB sub-groups will be finalised at the next LCJB in May, it is anticipated disproportionality with sit across all business areas.
				Michelle Bury		Complete: 10 point checklist has been revised to include Child First, Trauma Informed, Restorative Approach and out for consultation with partners on Pan-Lancs basis. Update April 22: finalised and circulated. Launched across all Blackpool Children's Services for awareness.
1c	Strategic planning: Develop a step-by-step flow chart for YJS police officers on what			Emma McCabe		Complete: Work is underway to incorporate data recording guidance into the process. This will ensure that practitioners are fully aware of the process and what needs to happen as well as what

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	needs to be done day by day.					needs to be recorded, by whom and when. Up-date 07/09/21 - flow chart complete and being tested.
2a	Audit outcome: The audit identified time gaps due to a case going to CPS in 1 case and in another initial assessment received promptly however the investigation was incomplete. It was identified on 1 case the voluntary attendance interview took place 9 months after the offence.			Jen Bradshaw		Complete: JB to discuss audit findings and on-going issue OIC and respective sergeant. Update April 22: feedback provided on implications of delay on children and young people.
					Oct 2021	Complete: Quality Police Sergeants now in place in BCUs who will be reviewing quality and timeliness of investigations. Monthly audits are being conducted and outcomes will be raised at BCU's checkpoint meetings.
					Jun 2021	Complete: Police Staff Evidence Review Officers are now in place across Lancashire. There is an ERO Team based at Blackpool to conduct evidential reviews and ensure cases to be submitted to CPS for a charging decision meet the right standard and contain all relevant material.

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2b	<p>Audit outcome:</p> <p>Out of the 10 cases examined 6 cases were progressed promptly by the police. It was identified on 1 case which was a knife crime that the Officer in charge was unaware that youth knife crimes must be sent to Youth Justice Service. It was identified on 1 case that was a gravity matrix 4 and therefore CPS charging decision required which caused a slight delay and the next available panel date was 15 days after allocation.</p>			Emma McCabe / Fiona Downey	Develop and implement Knife crime intervention strategy. Deliver education on knife crime in schools - ongoing	Meeting to be arranged with Community Safety (Blackpool Council) and Education to scope out what has already been provided to prevent duplication. Update April 22: school input delivered in local secondary schools by Sgt Dan Whitaker, local policing team. Organised visits to see the Knife Angel in Blackburn completed.
				YJS PC	Conduct Survey Monkey to gain an understanding of officers knowledge of Youth Justice - ongoing	Temporary seconded PC in place covering absence of substantive post holder.
				Jen Bradshaw		Complete: Gravity Matrix Awareness will be incorporated into officer briefings to ensure cases that meet the criteria for CPS pre-charge decision are submitted promptly. The Gravity Factor Matrix will be shared and discussed with Youth Disposal Panel

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						<p>members to raise awareness of content and impact.</p> <p>Update April 22: Briefings delivered and details shared with Panel members of GFM.</p>
				Michelle Bury		<p>Complete: A Sherlock item will be created to reiterate correct procedures to police officers and remind them to link in with the YJS PC for guidance in cases involving children.</p> <p>Update April 22: Sherlock item published and officers now making contact in line with process.</p>
2c	<p>Audit outcome:</p> <p>It was identified in the audit that cases that go to CPS or are bounce backs cause a slight delay on the 28-day process. A factor is that children who do not admit the offence in interview subsequently plead guilty at Court and</p>			Michelle Bury / Lesley Miller	May 2021	<p>Complete: Bounce Back flowchart devised with multi-agency agreement and has already been presented to the Board. Now circulated via force intranet and across police departments.</p> <p>Posters have been created to display in police stations to remind defence solicitors of the need to attend in person to represent children in PACE interviews.</p>

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	become eligible for out of court disposal.					Action from Blackpool YJ Board - due to high numbers of no comment interviews defence solicitors were written to by former Director of Children's Services Diane Booth on behalf of the Board. The letter issued a reminder of the YJS aims to keep children out of the criminal justice process and to consider the child's best interests when eligible for out of court disposal.
2d	Audit outcome: An independent sergeant reviewed the decision making on all 10 cases. The review identified some learning around veering off the Gravity Factor Matrix (GFM) and not documenting the aggravating and mitigating circumstances within the panel report. Good practice would be to include the			Jen Bradshaw		Complete: The content and purpose of the Gravity Factor Matrix to be shared with Panel members to raise awareness.
				Michelle Bury		Complete: Amend Panel Report to make specific reference to GFM including any aggravating factors or mitigating circumstances. Update April 22: added to the Panel report.

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	gravity matrix starting point in the decision-making rationale within the panel report.					
2e	Audit outcome: In 6 cases out of the 10 cases audited the outcome was clearly recorded on Core+. In this area some learning was identified around links with the Early Help hub as it wasn't evident on 1 case what work had been undertaken and it was also identified that recording on 1 case could improve as it had gaps in the case notes.			Jen Bradshaw		Complete: New YJ PC to be trained on recording on Core+ and monitor to ensure police footprint on police records. Update April 22: PC received training and guidance in this regard.
				Kerry Fisher		Complete: Workshop to be arranged with Case Managers to share best practice cases identified within the audit. Update April 22: workshops delivered
				Suzy Robertson		Complete: Early Help Hub to feed back into OOC Panel details of interventions, outcomes and compliance - process to be devised.

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						Update April 22: Member of Early Help Hub now attends all Panels.
2f	Audit outcome: Out of 6 cases resulting in a YC/YCC, 2 cases did not have a signed copy uploaded on Core+.			Kerry Fisher		Complete: Workshop to be arranged with case managers to share best practice cases identified within the audit. Provide training to develop YJS working practices.
2g	Audit outcome: In 8 cases audited there was evidence of work being delivered in accordance with the plan on Core+; however 1 case was identified whereby some improvement could be made on how work being delivered is recorded.			Kerry Fisher		Complete: Workshop to be arranged with case managers to share best practice cases identified within the audit. Provide training to develop YJS working practices.
						Complete: 6 week process has been developed to review progress.
2h	Audit outcome: Further audit to be carried out in February 2022.			Kerry Fisher, Jenny Bradshaw, Michelle Bury, new YJS PC	Jul 2022	10 OOCDCases to be audited and report outcome into Blackpool Board meeting. Consideration to be given to peer audit by

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						Lancashire or Blackburn with Darwen YJS. Update April 22: this was deferred due to Inspection activity and will be re-visited in the next quarter.
3a	Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. Ensure all work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.	To ensure local strategies and service in place to ensure positive outcomes for children, to prevent children from becoming involved in crime and/or anti-social behaviour		All	Aug 2021	Complete: An induction pack and training plan is being devised for all new YJ PCs to provide a consistent introduction to Youth Justice area of work.
3b	Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. Ensure	To ensure local strategies and service in place to ensure positive outcomes for children, to prevent children from becoming involved in		All	Jun 2022	All members of the working group to identify areas for continuous improvement. Update April 22: E2E practitioner developing interventions to deliver to children/young people to enhance their personal and social skills.

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	all work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.	crime and/or anti-social behaviour				
3c	Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.	To ensure local strategies and service in place to ensure positive outcomes for children, to prevent children from becoming involved in crime and/or anti-social behaviour		All	Jun 2022	All members of the working group to identify areas for continuous improvement. Update April 22: Feedback from children/young people is gathered at the end of every YJS intervention by the Team Manager, face-to-face or via phone call to the child and young person and their parent/carer to ascertain whether interventions are effective. Opportunities for improvement are also sought.
3d	Promote a childhood removed from the justice system, using pre-emptive prevention, diversion	To ensure local strategies and service in place to ensure positive outcomes for children, to prevent		All	Jun 2022	All members of the working group to identify areas for continuous improvement. Procedures are being developed to identify and intervene early with children who

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	and minimal intervention. All work minimises criminogenic stigma from contact with the system.	children from becoming involved in crime and/or anti-social behaviour				are repeatedly arrested but no further action is taken. The intention is to identify further opportunities for diversion activity. Update April 22: 10 point Action Plan for Looked After Children implemented. Reducing criminality strategy in LAC. Pilot to commence to identify repeat NFAs and offer voluntary intervention/support proposed via OPCC / Violence Reduction Network.
4a	Inspection outcome: Victim work was not delivered as required in a small number of cases.					Complete: YJS Victim worker now attends the fortnightly panel meeting. Update April 22: Victim worker will be included in new Case Management Meeting structure. Feedback from victims is now activity sought and included in Service Manager Performance Report to Executive Board.
4b	Inspection outcome: Risk to safety and wellbeing and risk of harm to others was				Jun 2022	Update April 22: New Case Management Structure will ensure that all risks are considered within

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	given insufficient attention in a small number of cases.					assessments and appropriate interventions considered.

Youth Justice Partnership Improvement Plan

Theme: In Court

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

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](#)

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1 (NS Audit)	<p>Reports informed by a good assessment:</p> <p>Develop system to ensure self-assessments are completed with child, parents/carers in all cases.</p>	To ensure the child's and parents/carer's voices are fully reflected throughout assessment.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YJS Team Manager		<p>Complete: The service is confident that self-assessments are completed with children and parents/carers. Team Managers are asking for all self-assessment to be completed before countersigning Asset+ assessment. If there is a genuine reason why a self-assessment cannot be completed, a management oversight contact will be added to explain.</p> <p>Court Officers are providing in a pack a paper self-assessment to</p>

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						child and parent/carer, following sentence, for them to complete ready for the assessment commenced 13/05/21.
	Assessments to be updated for all sentencing episodes.	To ensure that every child has an up to date assessment completed to inform sentencing proposals and decisions.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YJS Team Manager	Jul 2021	Complete: An updated assessment is completed for all Pre-Sentence reports. Audit to be completed in July 2021 to evidence action is completed around self-assessments and assessments being updated for all sentencing episodes.
2 (NS Audit)	Reducing delays: Processes developed to ensure early identification of children who require a referral through to the National Referral Mechanism (NRM), to reduce unnecessary sentencing delay.	Early identification and referral through to the NRM, to ensure that children received the required support. NRM referral outcome to be shared with courts where appropriate.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Legal Team Manager (HMCTS Blackpool), Lancs Police Head of Criminal Justice, YJS Service Manager, CPS	Dec 2020	Complete: Multi-agency meeting taken place in November to review learning from recent NRM. All acknowledged that practice had improved since February 2020 and agencies are working together better now when completing NRM referrals and are more pro-active in making and monitoring referrals. YJS now attend the DEM daily meetings where NRM's are discussed and YJS are able to take any concerns to this meeting for multi-agency discussion.

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						<p>There are still delays in receiving outcomes from NRM's, however this is a national issue.</p> <p>The YJS, HMCTS, Awaken and the police will continue to monitor all NRM referrals and raise any issues/concerns at the multi-agency DEM meeting. If the concerns cannot be resolved, these will be highlighted and if necessary escalated for the YJS Executive board's attention.</p>
<p>3 (NS Audit)</p>	<p>Is court necessary and appropriate: Reduce number of 'bounce backs' from the Court to the Police for consideration of an OoCD.</p>	<p>Continue to educate Police / YJS Police Officer's regarding appropriate cases for consideration for an out of court disposal.</p> <p>To develop a partnership approach to tackle, reduce and monitor the number of bounce backs occurring for children in Blackpool.</p> <p>Appropriate adult training will include</p>	<p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p>	<p>Legal Team Manager (HMCTS Blackpool), Lancs Police Head of Criminal Justice, CPS, YJS Service Manager</p>	<p>Jun 2021</p>	<p><i>Link to OoCD theme/actions</i></p> <p>Examination of data shows that this appears to be an issue in Blackpool and not across pan-Lancs.</p> <p>Lancs Constabulary and CPS completed case audits of 10 cases and concluded that particular solicitors in the Blackpool area were providing different advocacy advice. YJS partnership agreed the promotion of out of court disposals was the preferred option to avoid cases being presented to court.</p>

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		<p>guidance around sharing information and encouraging consideration regarding OoCD options with defence advocates.</p>				<p>Complete: The Partnership has written to all Blackpool Solicitors to outline the desired outcomes of the Partnership and to encourage the firms to support this.</p> <p>Complete: The approaches in custody checked to ensure that the police are providing full disclosure to defence advocates.</p> <p>Complete: In Court lead to discuss bounce backs with defence advocates to establish themes/areas for further consideration.</p> <p>Complete: Appropriate Adults to ensure the defence advocate has a full understanding regarding the range of OoCD options that may be available to the child. AA training has taken place for new AA staff who were informed of this process. Quarterly AA meeting scheduled</p> <p>In court Theme lead will continue to monitor.</p> <p>Complete: Court/YJS continue to bring to Police attention bounce</p>

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						backs to investigate reason and take whatever action is deemed appropriate if the case could have been progressed in a different manner to continue to influence a reduction in numbers.
4 (NS Audit)	Reducing remand: High quality Bail assessments to be prepared promptly to inform discussions with the Court, CPS and defence solicitor.	Any child either held in custody overnight or appearing after being placed in a PACE accommodation have a bail assessment completed prior to court beginning so that the Court, CPS and defence are fully informed before making any bail or remand decisions. Examination of YJS data to ensure information, including bail/remand modules, are being shared with the YCS as early as possible.	Bail assessments to be presented to the court in a timely manner to enable children to be dealt with swiftly to reduce their time in custody. Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YJS Service Manager, YJS Team Manager, YJS theme lead practitioners	Feb 2021	Complete: Bail assessments are being completed in a timely manner to inform discussions with relevant partners. All Court Officer's ensure that prior to the court hearing they have completed the bail assessment with the child and parent/carer and that discussions take place in a timely manner with the defence and CPS solicitor and court clerk regarding the proposal. Practice example (AT, Sept 2020; TL March 2021). YJS Theme lead practitioners have developed and implemented a court officer's recording template to ensure recording is of high quality. No issues raised by the court regarding timeliness YJS Court Officers are sharing information with the YCS in a

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		Suitable placements for children are identified at the earliest opportunity.				timely manner to facilitate appropriate placement.
5 (Recovery Plan)	Ensure children who are on remand awaiting sentence are dealt with as a priority during any future lockdown periods.	Children subject to a remand are dealt with as a priority to avoid unnecessary lengthy remand periods.	Where possible children on remand are not disadvantaged, as a result of Covid-19 restrictions.	Legal Team Manager (HMCTS Blackpool), YJS Service Manager	Dec 2020	<p>Complete: Guidance on Court listings is produced by the Senior presiding Judge and HMCTS have to work to this.</p> <p>Technology within HMCTS and the secure estate has improved during the recent months and therefore virtual court hearings should be more accessible which would support swifter sentencing outcomes for children.</p> <p>Agreed that should there be a further period of lockdown, where the courts are disrupted the YJS should review any children on remand and highlight these immediately to HMCTS. HMCTS will then ensure that these children are dealt with and do not spend longer than required on remand. In previous lockdowns children have been able to make an additional bail application and therefore</p>

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						should there be a further period of lockdown which impacts court hearings the YJS will review all children on remand and proactively complete bail applications (further lockdowns did not impact on court business).
6 (NS Audit)	Sentencer confidence: Agree date for implementing revised Crown and Youth Court feedback form.	Regular feedback received from the judiciary to inform service developments and celebrate good practice.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YJS Service Manager, Legal Team Manager (HMCTS Blackpool)	Jul 2020	Complete: Pan-Lancs feedback form completed and in use. Feedback being used to inform service developments and recognise good practice.
	Ensure there is a consistent understanding and approach to enforcement of court orders.	To ensure that there is a consistent understanding and approach to the use of compliance panels to avoid unnecessary court breach	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YJS Team Manager, YJS practice theme leads	Feb 2021	Complete: Compliance meetings taking place for Referral Orders. Next step is to develop compliance panels for YRO's to reduce unnecessary court breaches. Practice theme leads will include best practice guidance/examples around compliance and share with YJS practitioners to ensure consistent understanding and approach, based on the needs of the child. Court Leads will create a

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						<p>flow chart of new process and breach pack by July 21.</p> <p>Evidence of Implementation to be reviewed through July 2021.</p> <p>Implementation to be reviewed through audit in August 2021.</p>
					Jul 2021	Complete: Audit undertaken, compliance panels now taking place where appropriate.
7 (Recovery Plan)	Ensure that a clear process is in place to facilitate enforcement of court orders if there is a further period of lockdown.	<p>Breaches will be prioritised for priority 1 cases in a further period of lockdown.</p> <p>There may be a delay with regards to breaches for other children, not deemed to be priority 1.</p>	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	Legal Team Manager (HMCTS Blackpool), YJS Service Manager	Nov 2020	<p>Complete: The YJS to ensure regular communication with HMCTS where a child requires a breach hearing.</p> <p>Guidance on Court listings regarding breaches is produced by the Senior presiding Judge and HMCTS have to work to this.</p> <p>The YJS to highlight to HMCTS any children they assess as requiring a breach hearing before the court. Agreed that perhaps a virtual breach hearing could be held if face-to-face appearances cannot be facilitated (further lockdowns did not impact on court business).</p>

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8 (NS Audit)	Participation and engagement: Information to be provided to children and parents/carers to ensure they are fully informed regarding any court appearance and outcomes.	Review and re-introduce leaflets to be handed out at police stations to ensure that children and parents/carers are prepared and have an understanding regarding court hearings and processes.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YJS Service Manager, YJS Team Manager, Lancs Police Head of Criminal Justice	Apr 2021	Complete: System developed to ensure that information is provided to children and parents/carers at the police station. YJS Court Officers/Current case manager to review the court lists and make contact with any relevant child and parents/carers prior to ensure they have a good understanding regarding court hearings and processes. Practice development to be shared via Team meetings in April 2021.
					Mar 2021	Complete: Leaflets are available and are given to children and parents/carers at court. Due to Covid restrictions challenging to hand out paper documents. Practice theme leads to review availability of electronic resources available. Court Officers to ensure they are fully communicating with the child and parent/carer to check understanding of the court

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						<p>outcome and recording in line with best practice. This will be included on the court officer's checklist to ensure it is completed.</p> <p>Implementation from 13/05/2021 and practice will be reviewed in audit in June 2021 (currently Youth courts are 1 x fortnightly).</p>
					Jun 2021	Complete: Leaflets now provided at completion of sentence during interview.
	Court to develop feedback process for children and parents/carers capturing engagement with the magistrates.	Court feedback forms will be reviewed by HMCTS and the YJS to improve service delivery.	Children and parents/carers have an opportunity to share their experience of court appearances to inform practice developments.	Team Manager, Legal Team Manager (HMCTS Blackpool)	Mar 2021	<p>HMCTS legal Team Manager to complete spot check observations on 04/03/2021 to ensure children and parents/carers are being engaged by the magistrates. HMCTS Legal Team Manager to provide feedback on observations.</p> <p>Feedback received regarding evidential observation re; DJ, but need to get for magistrates - Completed by LM</p>
					Jul 2021	Court feedback forms are given out to YP following court appearance and are collated at the first contact

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						with supervising officer. – Court lead practitioner to co-ordinate and share findings.
9 (NS Audit)	Information transfer for custody cases: Custodial warrants to be checked by the YJS Court Officer.	Process to be developed with HMCTS to ensure YJS Court Officers check Warrants to ensure they are correct before the child leaves for the custodial estate.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change	Team Manager, Legal Team Manager (HMCTS Blackpool), YJS Service Manager	Dec 2020	Process has been developed by HMCTS to ensure custodial warrants are emailed to YJS court officers for them to check prior to the child leaving for the custodial estate. This procedure has been shared with HMCTS staff and YJS court officers. Compliance against the action and implementation will be reviewed in audit in April 2021.
	YJS Court Officers to develop their understanding regarding the Youth Custody Service requirements for sentenced and remanded to YDA children.	YJS Court Officers are aware, understand and follow the Youth Custody requirements in relation to children sentenced and remanded to YDA.	Ensure that relevant information regarding the child and family is shared with the YCS.	YJS Team Manager	Sept 2020	Complete: Court officers are aware of the requirements and transfer information to the YCS via Post Court Report, email and telephone calls. Compliance against the action and implementation will be reviewed in audit in April 2021.
10 (NS Audit)	Disproportionality:	To have a better understanding regarding the issues of	Every child exposed to the justice system is treated fairly, and	Legal Team Manager (HMCTS	Jun 2021	A small working group has been established as part of the Lancashire Criminal Justice Board

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	The Police, Court and YJS should collate data to establish and identify the specific causes of disproportionality in Blackpool and develop an action plan to address.	<p>disproportionality that may be affecting children in Blackpool.</p> <p>To develop a partnership approach to address disproportionality in Blackpool.</p> <p>To ensure findings around disproportionality are feedback to HMCTS, the YJB and YJS Executive Board.</p>	there is no bias in decision-making.	Blackpool), YJS Service Manager, Lancs Police Head of Criminal Justice		to review disproportionality in the CJS. The meeting is chaired by Lesley Miller, Lancashire Constabulary and agencies have been asked to provide data to enable an overview of related activity in Lancashire to be collated which will inform areas for future consideration. Lisa to ensure she is invited to all future meetings.
11 (NS Audit)	Recording: Ensure that all court outcomes are recorded on the YJS case management system.	YJS case management records fully reflect all court appearances / outcomes including any conditions made.	YJS case management system correctly reflects all outcomes for children.	YJS Team Manager	Aug 2020	Complete: all sentencing outcomes are being recorded on Core+. Compliance against the action and implementation will be reviewed in audit in April 2021.
12 (Recovery Plan)	HMCTS to share data with YJS regarding backlog of cases in any future period of lockdown.	YJS will be able to use the data to assist with resourcing and anticipating work	Children who are exposed to the justice system achieve good outcomes and are	Legal Team Manager (HMCTS Blackpool), YJS	Nov 2020	Complete: this action was completed after the last period of lockdown, however would need to be reinstated should a further

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
		coming into the service.	well supported to make change	Service Manager,		period of lockdown occur which results in courts closing.
13 (NS Audit / Peer Review)	Ensure the Voice of the Child is central to developments across this theme.	The voice of the child will be clearly captured in all development across the theme. Practice guidance will be developed that supports practitioners to capture the voice of the child.	Children will feel valued and listened to. Children's outcomes will improve.	YJS Team Manager, YJS practice theme leads	Apr 2021	Complete: Agreed that the YJS young people's board would be asked to help with providing feedback regarding their experience of courts. Delay in YP board meeting due to COVID restrictions therefore the attached document is now included for all court officers to hand out to YP's /parents & carers attending court and implemented on 13/05/21. Once YP coproduction group fully formed, YP Feedback document to be reviewed.
14	To consider whether court community reviews could be developed to provide the judiciary with an opportunity to review a child's progress during their court order.	Regular review alongside the judiciary to monitor child's progress on a court order, review compliance and reduce the requirement for formal enforcement. An opportunity to consider early	Opportunity for the child to share progress with the judiciary and/or consider barriers to engagement/ compliance.	Legal Team Manager (HMCTS Blackpool), YJS Service Manager, YJS Team Manager, YJS practice theme leads	Jul 2021	A pilot programme for community reviews was being developed within HMCTS in Greater Manchester. This has been suspended due to Covid. HMCTS are reviewing whether these can be developed virtually, however clear timescales are not available at present. Blackpool to monitor progress of this pilot and decide whether to

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
		revocation and celebrate good practice.				implement similar approach when possible. LM to contact GM Youth Panel Chair for update.

Youth Justice Partnership Improvement Plan

Theme: In the Community

Lead: Anna Stowell, Independent Reviewing Officer, Blackpool Council

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](#)

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
1 (NS Audit / Peer Review)	<p>Improve the quality of assessments and reviews:</p> <p>To develop practice around the purpose and impact of assessment.</p> <p>To develop assessment skills incorporating Blackpool Families Rock ethos and ensuring that the voice of the child is central to the assessment.</p>	<p>Moving beyond the process of assessment into consideration of quality will help us understand what life is like for Children and Families.</p> <p>Practitioners will have improved assessment skills and increased confidence.</p> <p>Assessments will be holistic, plans will seek to fully address unmet need and intervention will be effective in</p>	<p>Children and Families will be supported to tell their story and make sense of their situation. This will contribute to a good quality assessment and lead to the right interventions to help children make positive sustainable changes.</p>	<p>In the Community theme lead; YJS Service Manager; YJS Team Managers; YJS theme lead practitioners</p>	<p>Jul 2022</p>	<p>Research in practice has been accessed to develop further insight within the team of the theory and practical aspects of trauma informed practice, this has developed insight for practitioners within the YJS service to develop skills. Further training is to be developed inclusive of the Violence Reduction Network.</p> <p>There has been a focus on developing practice in communicating with young people, when completing assessments, considering speech and language communication to include young people with Dyslexia, ensuring that</p>

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
		supporting positive change.				<p>all young people's needs are being met. A meeting has been held with health practitioners to explore referral pathways. There are currently long waiting lists for speech and language therapists, which is being reviewed. A model of assessment tool is being developed, that can be utilised as part of any assessment.</p> <p>There's a focus on how the practitioners communicate with young people, with identified needs, specialist consultation is being explored to give guidance on how work is undertaken with the individual young person.</p> <p>Contingent plans – Workshops have now taken place within the service. To develop consistency within practice discussions have progressed within the service and peer on peer audits will be commence within 2 months and reflective discussions to feedback the learning from audits.</p>

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
2 (NS Audit / Peer Review)	<p>Ensure effective planning takes place for every child:</p> <p>To develop practice around the purpose and impact of planning effective intervention.</p> <p>Plans that are written for the child, with the child at the centre of their plans, embedding the Blackpool Families Rock model.</p>	Using the assessment to support the development of collaborative plans, which will seek to fully address unmet needs for purposeful intervention.	Children and Families will receive the right support at the right time, strengths and worries identified during our contact with them will inform planning and improved outcomes.	In the Community theme lead; YJS Service Manager; YJS team Managers; YJS theme lead practitioners	Jun 2022	<p>‘My target plan’s’ are being used, with a focus now on consistency within the service. This is being reviewed through audits and supervision.</p> <p>Upon a new allocation of a young person within the service an initial reflective multi-agency supervision is to take place within 4 weeks, to include relevant professionals around the young person, it’s intended that this will provide a multi-agency approach to planning and intervention. The voice of the child is also to be captured through this planning. The plan will be reviewed through supervision to evidence the impact and outcomes for the young person.</p>
3 (NS Audit / Peer Review)	<p>Effectiveness of interventions:</p> <p>Ensure the effectiveness of interventions to ensure they are meeting the children’s needs and to reduce</p>	Intervention will be effective in supporting positive change and reduce risk and re-offending.	Children and Families will receive the right support that meets their individual needs, which will lead to changes and improved outcomes.	In the Community theme lead; YJS Service Manager; YJS team Managers; YJS	Jul 2022	Team managers have progressed with gathering meaningful feedback from the young people, parents/carers, following intervention. There has been positive feedback for practitioners, that’s included the flexibility of practitioners in working with the

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
	re-offending. Including robust exit plans			theme lead practitioners		<p>young person and family to ensure that they work with the young people and intervention is meaningful. The feedback is now captured as the young person's views on their files and shared with individual practitioners/ team development and used within performance reports.</p> <p>Where the young person has re-offended/significant incident this is to be reviewed within the initial supervision upon allocation (4 weeks).</p> <p>First time entries have been reviewed and are low. Blackpool YJS are to be involved in a pilot study to review the young people entering the YJS service.</p> <p>Reflective multi-agency supervision led within the YJS service will inform exit plans in place, working with partner agencies and shared ownership of the plan.</p>
4 (NS Audit)	Improve the quality of recording:	Case recording will be clear, accurate, chronological and up	Children's records will clearly reflect the needs, support,			Complete: ACORNS is in place and model of practice is incorporating Blackpool Families rock. Practice

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
	Develop model of recording to include the expectations of good quality case recording	to date. Case recording will capture safeguarding information, information shared, interventions provided and will provide an insight into the lived experience for children and families.	intervention provided and inform planning. The child's story and needs will be understood.			has been developed linking in with Blackpool young people's services. Audits have been completed to review quality and model of practice is being utilised. Reflective practice within the team is in place to develop consistent practice.
5 (NS Audit /Recovery Plan)	Reparation: Development a clear service offer for reparation.	Meaningful reparation projects will be established within the local communities.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change	YJS Team Managers; YJS theme lead practitioners		Complete: Reparation projects are kept under review and considered on an individual basis. Reparation at park run is in place. If required task and finish groups are implemented on a bespoke basis, to ensure individual and meet the needs of the young person. Supervision and audits contributes to practice development. Kick Start role is now in place and effective.

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
6 (Recovery Plan)	<p>Group work delivery / Co-production:</p> <p>Review group work delivery within the service, taking into account restrictions imposed as a result of Covid-19. Develop co-production with young people who are supported by the service.</p>	To review whether group work activities can be delivered in a safe manner face to face.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YOT Team Managers; YOT theme lead practitioners		<p>Complete: Significant efforts have been made in relation to both group work and co-production.</p> <p>Having listened to the voice of the young people, rather than group work per se, there has been a move to positive activities for the young people; this has increased young people participation. The kick-start role also supports group activities, listening to the young people and their interests. On the back of this young people continue to be encouraged to be involved in co-production. This will be ongoing with the young people working within the YOT service at any given time and kept under review, to meet the needs of the young people and in encouraging co-production.</p>

Youth Justice Partnership Improvement Plan

Theme: Children in Secure Accommodation

Lead: Amanda Lynch, Head of MASH / Assessment and Support, Blackpool Council

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](#)

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
5.4 (HMIP 5)	Ensure that the Executive Board and the YJS have a clear understanding of the root causes for offending and the pathways into custody for young people. Multi-agency task and finish group to	Better knowledge and understanding of the needs of our young people to enable better planning of diversionary services and improved outcomes. Young people with a risk of exposure to the youth justice system	Fewer children are exposed to the justice system because issues are dealt with proportionately. Children who are exposed to the justice system achieve good outcomes and are	YJS Service Manager; Business Development Manager (CSAP)	Case review completed – Apr 2020 Outcome reported to Exec Board – May 2020	Complete: Verbal update provided by theme lead at Exec Board on 23/07/20. No significant findings resulting from case review and no further action required.
5.5 (NS)						
5.6						

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
	<p>undertake deep dive case review.</p> <p>Following the National Standards self-assessment, NS Lead to develop action plan to address areas for improvement</p> <p>Contribute to the reduction of remand financial implications to the authority through the use of creative bail support packages.</p>	<p>have clearly identified needs and have appropriate provision to meet those needs.</p> <p>To include:</p> <ul style="list-style-type: none"> • Improved resettlement planning for children held in secure settings; • Improvements around PACE; • Greater sharing of information from secure settings; • Improved recording of information on Core+. • Increased understanding of the use of the funding allocation for remands to youth secure accommodation 	<p>well supported to make change.</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>Improvement plan developed – Jul 2020</p> <p>Report on progress to the Exec Board – by Jan 2021</p>	<p>Complete: In secure action plan further developed to include Audit findings.</p> <p>May 21 Custody Representatives invited to attend YJS Executive Board – Service Manager liaising with Head of Resettlement HMYOI Wetherby.</p> <p>Custody review panels on-going and will continue to feed into Themed plan.</p>
					<p>Annual overview of use of remand budget presented to the board – May 2021</p>	<p>Complete: Included in Service Manager’s report presented at Exec Board on 25/05/21.</p>

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
		for children and young people.				
5.7	Deliver a Learning Circle to YJS Practitioners, based on findings of custody panels to develop skills in managing children in secure accommodation with particular reference to resettlement planning.	Practitioners are able to confidently manage children in secure accommodation and effectively plan for their resettlement.	Children are not unnecessarily held in secure accommodation and are released to accommodation that meets their needs.	YJS Service Manager	End of Apr 2021	Complete: Learning circle took place on the 29th April 2021. Session also attended by the wider Adolescent service e.g. Personal Advisers for our Care Experienced Young People and Family Practitioners (Substance Misuse & Sexual Health) who may also work with children in secure accommodation.
5.8	Provide written guidance to EDT staff to ensure that all are aware of processes for children at all stages of the criminal justice system.	All EDT staff are able to comply with expected processes.	Children will receive the expected outcomes out of hours.	YJS Service Manager	End of Jan 2021	Complete: Appropriate Adult guidance written and shared with EDT colleagues.
5.9	Develop a protocol for joint working with children's social care for children in secure accommodation to ensure that work to find suitable	YJS and children's social care practitioners have a common understanding of expectations for	Children are released to stable and suitable accommodation that allows them to reintegrate into the community.	Service Manager	Jun 2022	Confident in care, Confident in my future - Reducing criminalisation of our Children in Care and Care Leavers Strategy drawn up by Service Manager in consultation with Theme Lead, Head of Adolescence and Head of

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
	accommodation for release begins at a sufficiently early stage to be effective.	children in secure accommodation.				Supporting Our Children, Adoption, Fostering and Residential Homes and launched at DCS brief 11/04/22. Roll out plan in place.
5.10	Develop Family Group Conferences for use with children and their families prior to release from secure accommodation to explore suitable resettlement plans, including for accommodation.	YJS officers have access to a specialist resource which can engage with children and their families to explore options.	Suitable accommodation within the family is identified wherever possible.	Targeted Intervention Service Head of Service	End of Sept 2021	Complete: Referrals via Early Help or YJS Practitioners facilitating.
5.11	Broaden learning circles offered to YJS and adolescent service practitioners (5.7) to children social care practitioners who work with children in secure accommodation.	Child social care practitioners understand the processes and expectations for children in secure accommodation.	Children's time in secure accommodation and on release is managed effectively to secure their effective reintegration into their family and community.	YJS Service Manager	End of July 2022	Currently being planned

Youth Justice Partnership Improvement Plan

Theme: On Transition and Resettlement

Lead: Paul Turner ADCS (Education), Blackpool Council

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](#)

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
1 (NS Audit)	Review of Service Level Agreement (SLA)/Memorandum of Understanding (MOU) to ensure these processes and agreements around transitions are reflected, including information sharing.	SLAs/partnership arrangements are developed or reviewed to ensure they are up to date with local and national requirements and recommendations around transitions.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YJS Service Manager; Transitions theme lead (National Probation Service); Health (Clinical Commissioning Group/ Provider); Education, Training & Employment; Accommodation leads	SLA's developed / reviewed - by Apr 2021	Updated Pan Lancashire SLA in place between NPS and YJS which details the transition process. Health Partnership Principles complete May 2021. Review to be convened May 2022. Accommodation – 16-17 joint homeless protocol in place, which specifically references children open to YJS. Review underway April 2022.

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ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
2 (NS Audit)	<p>To develop a process flow chart for practitioner to assist in the understanding of the various transitions a child may make and processes to be followed for children who transition:</p> <ul style="list-style-type: none"> To an alternative health provision (e.g. different tiers of health provision; Community services to secure services and back again; Community forensic child and adolescent service; Adolescent forensic services; Learning disability services; Child and adolescent mental health services; 	<p>Clear, high quality transitions processes are in place and completed in a timely manner to reduce delay and to ensure a child has a smooth transition to an alternative provision; improved resettlement planning for children being released from custody; clear processes in place to ensure a clear multi-agency plan is developed which includes timely coordination for a child's accommodation post custody; individuals understand legal implications and roles and responsibilities to facilitate good working together arrangements; to ensure coordination of timely planning/review meetings, e.g. remand/sentence planning</p>	<p>Children experience a smooth transition to an alternative provision; children and their families are kept fully informed and have an opportunity to contribute to transition plans; improved planning and coordination to provide better outcomes for children and families; improved outcomes for children to help reduce the risk of re-offending and ensure re-integration into the new provision.</p>	<p>YJS Team Manager, YJS practitioner theme lead; YJS health worker, YJS Education, Training & Employment officer, YJS seconded probation officer.</p>	Mar 2021	<p>Complete: Process flow chart developed by practitioners which clearly details the various transitions between establishments/services and how information will be shared.</p> <p>Flowcharts completed and shared with partner agencies.</p>
					By Jun 2021	<p>Follow-on action</p> <p>Flow-charts to be shared with YJS team and YJS specialist practitioners to share with their own agencies to ensure they have an understanding of transitions from a YJS perspective.</p>

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ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
	<p>Adult health services, such as secure provision, or to a secure welfare provision)</p> <ul style="list-style-type: none"> • From a secure provision to home; • From children’s social care to adult social care; • To a different secure provision; • From a secure establishment for children into adult provision; • From the community into a secure provision (to include clear guidance around the legislation where the child comes into our care) 	<p>meetings and children in our care meetings; practitioners working with a child have a clear understanding around what it means to be a child in our care during a period remanded to YDA; a clear process is in place to facilitate planning between the YJS and Children’s Social Care to agree coordination of services including identifying the lead professional ensuring a child first approach.</p>				

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ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
	<ul style="list-style-type: none"> For children transitioning to and from mainstream school and/or alternative provision For children transitioning home or into supported housing For children who transition to further education, training and/or employment. 					
<p>3 (NS Audit/ Recovery Plan)</p>	<p>Review Youth Justice Board National Protocol for Case Responsibility across local authorities and boroughs.</p> <p>Ensure process is in place to explore the home YJS maintaining virtual contact/</p>	<p>Consistent, high quality approach to transitioning of cases in and out of Blackpool.</p>	<p>Children who are exposed to the justice system achieve good outcomes and are well supported to make change.</p>	<p>YJS Service Manager, YJS Team Manager</p>	<p>May 2021</p>	<p>Complete: YJB National Protocol for Case responsibility is in place and implemented in practice in Blackpool.</p> <p>Further develop for Blackpool in line with Covid learning and the Youth Justice Board review of these procedures (no confirmed</p>

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
	interventions where safeguarding/risks are low, rather than transitioning to Blackpool YJS for caretaking.					date as to when new procedures will be available). Ensure that local procedure reflects requirement to share information with partner agencies to see if they need to do anything with cases transferred.
4 (NS Audit)	Review the arrangements for transition for children between YJS and National Probation Service. Meetings held between YJS and National Probation Service to ensure that where children are identified for transition that these are progressed swiftly to avoid drift.	High quality transitions process are in place to ensure these are completed in a timely manner to reduce delay; partners are confident that transitions to National Probation Service are occurring for relevant children; transition meetings are informed by discussions between YJS and National Probation Service managers and practitioners and are clearly recorded.	Smooth and supported transition, involving the child, from the youth justice service to the adult criminal justice service.	YJS Team Manager, National Probation Service Senior Probation Officer	Oct 2020	Complete: National protocol is in place and is adhered to. Local transition arrangements in place and are working well. Documentation/guidance is being reviewed on a Pan Lancashire basis.
5	To ensure the Pan Lancashire transition programme is	Transition planning and intervention is clear on the child's intervention	Children experience a positive and smooth transition	YJS Team Manager, National	May 2021	Complete: Pan Lancs transition proforma developed and in place.

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ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
(NS Audit)	delivered to each child prior to their transfer to National Probation Service.	plan 3 months prior to transfer; specific transition interventions are clearly recorded on the child's file; there is evidence that the practitioner makes regular checks with the child to ensure their understanding around transition.	from the YJS to National Probation Service; the voice of the child is evidence throughout the transition process	Probation Service Senior Probation Officer		YJS Team Manager to discuss with Pan Lancs YJSs and National Probation Service colleagues as to whether this programme is being run consistently, either face to face or virtually.
6 (NS Audit)	Ensure the involvement of the virtual school in transition planning	To have improved joint arrangements between the virtual school and YJS which facilitate transitions for children.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YJS Service Manager, Education, Training & Employment transitions lead	Feb 2021	Complete: Virtual school staff for Our Children hold regular review meetings with YJS representatives.
7 (NS Audit)	Ensure adherence to local agreement that YJS children are in school within 5 days of being out of school	Confidence that all school age children are receiving suitable and appropriate education and do not remain out of school for longer than 5 days.	Children are provided with an education provision swiftly to assist with supporting positive outcomes.	YJS Service Manager, Education, Training & Employment transitions lead	Feb 2021	Complete: YJS Education, Training & Employment officer attends the monthly Blackpool Education Registration Admissions (BERA) panel meeting and monitors any children open to the service who are at risk of exclusion. Any children who are out of education

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
						are then referred to and discussed at the in access panel. The YJS ETE officer confident that all children open to the YJS are in school within 5 days of being out of school.
8 (NS Audit)	To develop practice and processes with the SEND team around community and secure transitions for YJS children.	To have clear practice guidance in place for YJS and SEND teams to facilitate transitions and positive outcomes for children.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YJS Service Manager, Education, Training & Employment transitions lead	Jan 2021	Complete: Transition policy in place between children's services and adult social care.
9 (NS Audit)	Children who progress through the positive transitions housing model to have a clear plan in place	YJS practitioners and partners have a clear understanding regarding the positive housing transitions model.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YJS Service Manager, Accommodation lead	Dec 2020	Complete: This is in place through the positive transitions housing strategy.
10 (NS Audit)	Improve working relationships between housing providers and YJS to promote good	Sharing relevant information between agencies to promote planning and to assist in identifying suitable accommodation/housing	Children who are exposed to the justice system achieve good outcomes and are	YJS Service Manager, Accommodation lead	Dec 2020	Complete: The housing clinic is taking place monthly which YJS managers attend; there is a positive transitions steering group in place which has representation from the Service who are able to

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
	outcomes for children and families.	for children; clear partnership agreement is in place which enhances joint working practices; housing clinics attended by YJS managers.	well supported to make change.			raise any issues; an established pathway is in place and positive working relationships to support partnership working.
11 (NS Audit)	Review the number of accommodation moves children open to the YJS experience.	Identify issues which contribute to accommodation moves for children and develop plan to address.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YJS Service Manager, Children's Social Care lead, In Secure Themed Lead	Jun 2022	Confident in care, Confident in my future - Reducing criminalisation of our Children in Care and Care Leavers Strategy drawn up by Service Manager in consultation with Theme Lead, Head of Adolescence and Head of Supporting Our Children, Adoption, Fostering and Residential Homes and launched at DCS brief 11/04/22. Roll out plan in place.
12 (NS Audit)	Develop a clear multi-agency exit planning process for all children reaching the end of YJS involvement	Exit strategies are developed with all children 3 months prior to the end of their YJS orders.	Children and families are involved in bespoke exit planning and are fully informed regarding options for ongoing support.	YJS Team Manager	Jul 2021	<i>Links to In the Community theme</i> Youth Justice Board Practice guidance is in place, which includes key principles to be considered when developing a child's exit plan. These plans are being reviewed in supervision.

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
						Further Team development through peer supervision will take place, supported by YJS theme lead practitioners/ manager to embed good practice.
13 (NS Audit)	To develop practice around resettlement to ensure every child leaving the secure estate has a clear plan in place (links with the In Secure theme 5.5. & 5.10).	Resettlement plans are started at the beginning of any period in the secure estate, to provide maximum time to plan for release to achieve positive outcomes for the child and their family. This to include planning around accommodation, Education, Training & Employment and Health which should be explored from the start of their custodial episode to promote good quality resettlement planning; practice developments around children who will need a Children's Social Care placement on	Ensure that the child is central in discussions regarding the various aspects of resettlement, their voice is central to the planning process and children and families are aware of plans in a timely manner.	YJS Service Manager, In secure theme lead, Children's Social Care lead, accommodation lead, Education, Training & Employment Lead, Health lead	Jun 2021	YJS and partners to develop a clear resettlement offer for children and families. Custody Learning circle took place on the 29th April 2021.

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
		release to ensure early placement planning is completed and a placement is identified at the earliest opportunity to aid resettlement planning for the child.				
14 (NS Audit)	Develop understanding and awareness across YJS and all partner agencies regarding roles, responsibilities and expectations around transitions.	Through the delivery of a workshop YJS practitioners will have an increased understanding around the expectations, roles and responsibilities of YJS practitioners and partner agencies when a child transitions; understand the importance of the voice of the child in the transition; have a clear understanding regarding the preparation work to be completed with a child prior to transition to another service; being	Children and families are central to the transition process and have an opportunity to engage in every step;	YJS Managers, YJS specialist practitioners	Jun 2021	Flowcharts to be developed then shared in team meeting by specialist practitioners around: <ul style="list-style-type: none"> • Transition to NPS; • Health transitions; • ETE transitions; • Accommodation transitions. <p>YJS specialist practitioners to share with their own agencies to ensure they have an understanding of transitions from a YJS perspective.</p>

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
		confident in holding agencies to account				
15 (NS Audit)	Ensure that there is clear recording regarding transitions on the child's file.	This should include reflection of meetings, reviews, sharing of information, relevant documentation and management oversight by all relevant agencies which supports the transition process.	Clear, accurate records are held on children and families open to the YJS.	YJS Team Manager	Jun 2021	Need to be confident that recording on the YJS system and partner's systems clearly identifies transitions that children make. ACTION - Develop recording guidance which specifically provides clarity of the recording around transitions.
					Jul 2021	Implementation will be reviewed through a multi-agency transitions audit in July 2021.
16 (NS Audit / Peer Review)	Ensure the Voice of the Child is central to developments across this theme	The voice of the child will be clearly captured in all development across the transitions and resettlement theme. Practice guidance will be developed that supports practitioners to capture the voice of the child.	Children will feel valued and listened to. Children's outcomes will improve.	All transitions and resettlement theme leads	Actions in place - Mar 2022 Audit - Jun 2022	<u>Self-assessments:</u> Each young person completes the YJB self-assessments as part of their assessment. These documents are used to understand the young person's perspective, their strengths and challenges. <u>Record the voice of the child following every contact:</u>

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
						<p>The YJS introduced a recording ACORNS method (Aim, Content, Outcome, Risk, Next Steps & Safeguarding) to be used following every intervention and to promote consistency in recording. Guidance was issued which included principles, including – “Record the child’s views, opinions, wishes and feelings wherever possible”</p> <p><u>Exit interviews:</u></p> <p>Team Managers undertaking the end of order feedback rather than a paper questionnaire. This is completed by the manager speaking to not only the child, but with their parent and carer face-to-face or by telephone. This has improved the quality and quantity of the feedback and helps us better understand what the young person perceived their order to be, what interventions they participated in and how useful they found this in avoiding further offending. Young people and their parents and carers are</p>

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
						<p>also asked how services could be improved to better meet their needs.</p> <p><u>Reflective Supervision:</u></p> <p>Blackpool YJS undertakes monthly reflective supervision on every child they support. Policy, Guidance, templates and prompt cards have been developed and training delivered that ensures that consideration is given to the child's voice and their daily lived experience to ensure we priorities the best interest of children and that interventions provided are meaningful.</p>
17 (NS Audit)	Possible transitions to be identified at the start of each YJS order. YJS Practitioner and YJS specialist worker to proactively address to reduce any risk of drift and delay.	All children have possible transitions identified at the start of their YJS order and there is a coordinated multi-agency plan in place to proactively work with the child and family.	Children who are exposed to the justice system achieve good outcomes and are well supported to make change.	YJS team Manager	Jun 2021	Pan-Lancs transition to NPS proforma developed and in place.
18	All partner agencies to contribute to the	All partner agencies will have an understanding	Children who are exposed to the	YJS Service Manager,	Dec 2020	Complete: The regular multi-agency transition meeting hold

Youth Justice Partnership Improvement Plan

ID	Action	Anticipated Impact on the Quality of Practice	Outcomes for Children and Families	Accountable Person	Milestones	Notes
(NS Audit)	developments around transitions.	regarding transitions and their organisations role within these, to ensure smooth transitions for children and their families.	justice system achieve good outcomes and are well supported to make change.	Transitions theme lead		each partner to account and ensures responsibility for actions are completed. Progress and challenges around transitions are communicated with the YJS Executive Board on a regular basis to ensure that these can be addressed at a strategic level and resolved in practice.

Appendix 5

What works for children under 14 years old at risk of involvement with the Criminal Justice System

What works for children under 14 years old at risk of involvement with the criminal justice system

Case Study Questions

Date: Feb 2022

Location: Blackpool

For information, contact: Julie.Cummins@blackpool.gov.uk

The challenge:

Following the relaxation of lockdown restrictions in 2020, there was an increase in antisocial behaviour- particularly general nuisance behaviour, noise, fighting, damage to cars and vandalism- in three wards. Local councillors received a significant number of complaints from local residents; the police were seeking criminal behaviour orders against five children and were regularly using dispersal orders. With summer holidays approaching, the Youth Justice Service (YJS) wanted to put a rapid response in place to prevent further escalation and to address the community's concerns.

The approach:

Working with the local Community Safety Team, the YJS undertook a review of activities for children and

young people in the three target wards to establish any gaps in provision. Two wards had suitable activities and facilities, so effort was put into advertising for these rather than developing new activities. In one of these areas a core group of young people who were involved in antisocial behaviour were identified and offered targeted individual support by the YJS.

In the third ward the review identified a well-established Boys & Girls club with outdoor space, with football nets and other equipment, that was not being used by children in the area. The Community Safety Team engaged with children and young people, flying a drone as a way to initiate conversation, asking about activities they would like to have. Young people asked for boxing. The Violence Reduction Unit funding a collaboration between the Leisure Service and the Boys & Girls club to deliver two sessions of boxing and fitness training each week; an early evening session for 8-13 year olds and later one for young people aged 14 and older. These were supported by outreach work from the Boys & Girls club, and scheduled on evenings when the club was not already open. The sessions are popular, with an average of 20 children attending each, and are well staffed by outreach workers and staff from the Leisure Service.

A local social housing provider who was impressed by the success of the boxing sessions has taken over funding of the boxing sessions and outreach work.

Implementation:

The scheme has led to ongoing changes in practice. Police are engaging much more with the YOT and are more confident that the YOT will intervene and react to concerns. For example, where a local shopping centre raised concerns about a group of children and young people the police and early help team are developing a joint plan to offer support to specific individuals and their parents, to install a climbing frame and mobile boxing ring in the shopping centre.

The work of individual staff who have expertise, local knowledge and credibility with the children and families has been important. This takes place within a robust and co-ordinated response, including all partner agencies (the police, housing association, schools and the leisure department).

Consultation with children, responding to what they wanted and where they wanted it has meant the scheme is well-suited to the children's needs. Meetings are now also held to review activity provision more

broadly. For example, families pointed out that Sundays were problematic because there were few affordable/free activities open. Planning has begun to open the leisure centre on Sundays opening, with a boxing ring.

The impact:

No formal evaluation of the scheme has been undertaken, but local professionals report a positive impact. Since the additional activities have been introduced, the police have applied for only one civil orders and have not pursued any criminal behaviour orders against children or young people in the area. Previously, these were common. The most recent report from the Community Safety Manager (January 2022) showed that antisocial behaviour is at an 'all-time low'; with a decrease of 23% in the two wards where targeted activities have been introduced.

Quotes to choose from:

"I bring my daughter here from the other side of town, she loves it...keeps her out of trouble" (parent)

"me and my friends can all join in with the games, it's tiring" (female child)

"I like the pads work best, I'm good at that, better than the others" (male child)

"They're all right to be fair, we've not had the police around as much as we use to, it's dropped a lot... There use to be fires and there are no fires any more, its cause they are doing stuff, all enjoying it.. as you can see they're here now and they're teenagers, not causing trouble" (Boys & Girls Club outreach worker)

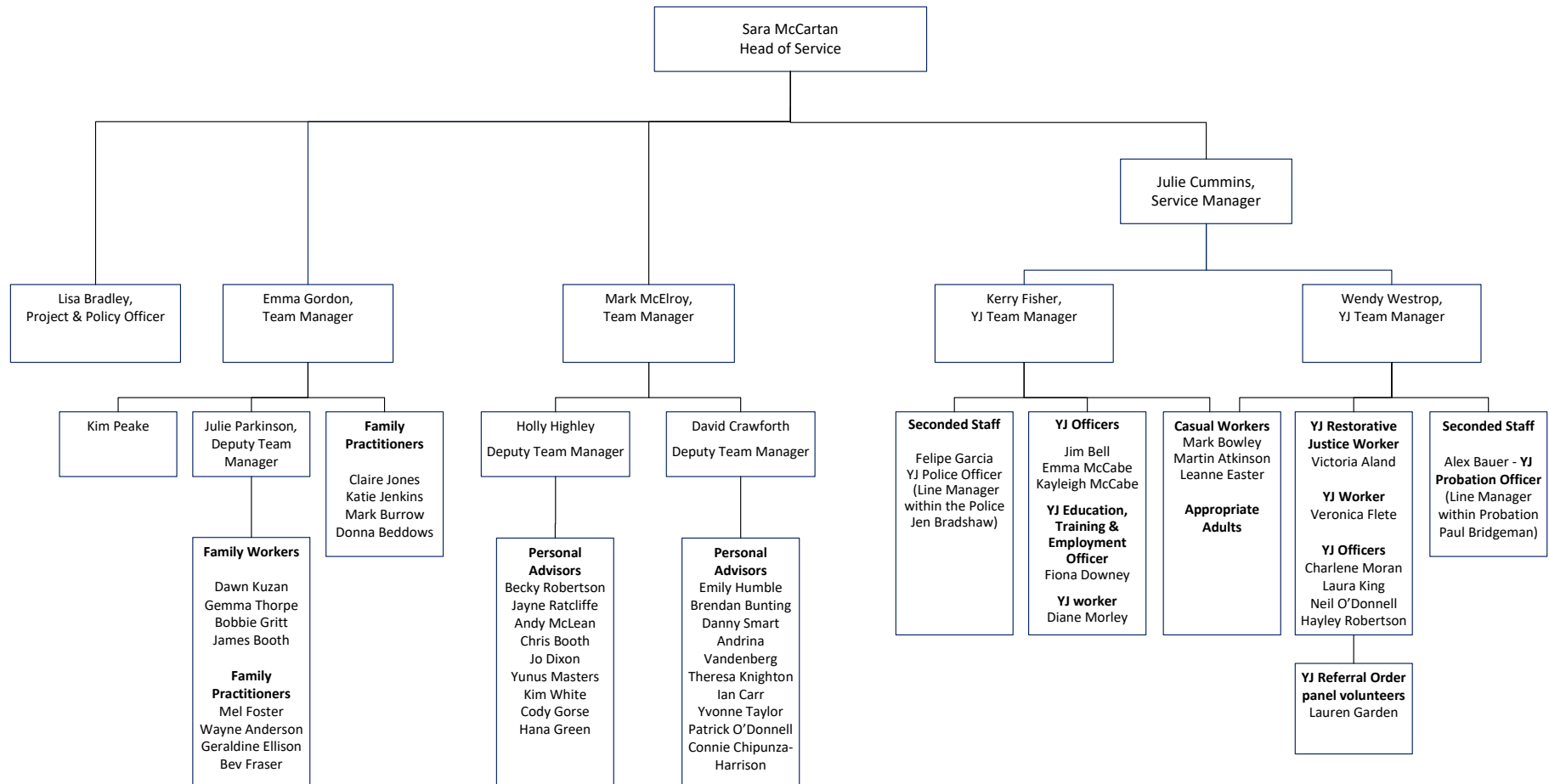
"I think the success shown with this scheme is particularly important. Instead of giving the young people what adults think they need, they have been asked what they want - as the data suggests this has led to a much greater level of engagement, and a huge improvement in our ASB levels in these areas. It has certainly shown us the way forward in future youth engagement as an authority"

(Cllr Gillian Campbell, Labour Councillor for Park Ward, Cabinet Member for Inclusion, Youth & Transience, YJS Executive Board member, Blackpool Council)

Appendix 6

Adolescent Service Structure Chart

Adolescent Service Structure Chart



ADDITIONAL RESOURCES

Co-located Mental Health Practitioner, Sarah Hoggatt (Line Managed via YoutherapyY)

Co-located Employment Officer Linda Aiaken
(Line Managed via Positive Steps)

Specialist Health Practitioner Support (Contextual Safeguarding Team)

YJ Information Officer Nicola Wilson
(Line Manager Sara Coombs, Systems & Intelligence Manager)

Appendix 7

Common Youth Justice Terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Antisocial behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child looked-after, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPP	Multi agency public protection arrangements

MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth justice service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a Child First approach
YOI	Young offender institution

