



Report for HMI Probation

Lancashire Youth Offending Team Context

Lancashire is one of the largest Youth Offending Teams (YOT) in the country and is part of Lancashire County Council's (LCC) Directorate for Children's Services. LCC is the fourth largest council in the UK covering an area of 2,903 sq. km. and serving a population of 1.2 million, including 246,000 children under the age of 18 years. With 12 district councils, 6 clinical commissioning groups and 4 hospital trusts within the boundaries plus 2 neighbouring unitary authorities, there is a high demand for partnership working. Lancashire has some of England's most prosperous communities, e.g. Ribble Valley, however 17 areas are ranked in the 5% most deprived in England.

Lancashire YOT Cohort

In common with many other Youth Offending Services, Lancashire YOT (LYOT) has had to adapt to a changing profile of youth crime. Violence against the person (26.8%), Public Order (11.9%), Criminal Damage (10.3%), Theft and Handling (9.4%) and Motoring Offences (8.5%) equate to 66.9% of overall offending (between Jan 18 – Dec 18). Overall numbers of children receiving Youth Offending Services are reducing as is the number of children reoffending, although LYOT still strives to continue to reduce overall offending across the cohort.

As is the case nationally, the profile of offending by LYOT's children last year comprised mainly of young males. In 2018 (Jan to Dec) white males aged between 14 -17 years made up 47.8% of the cohort. Offending is committed in the majority by white children (83.3%) with no over representation in any other ethnic groups against overall population numbers in Lancashire. There is an under representation in the Asian group (only 3.9%), whilst those from Mixed ethnic groups accounted for 4.2% of all youth offending in 2018. Females accounted for 14.6% of offending in 2018.

Total recorded youth crime in Lancashire for 2018 (Jan 18 – Dec 18) has seen a 45% decrease compared to 2014 (Jan 14 to Dec 14). Projections indicate that the trajectory of youth crime rates (based on the last five years) will continue to fall slightly or based on the last year, level out somewhat. The decrease between 2017 and 2018 was only 2.95%.

Knife crime has been highlighted by children in Lancashire voting in 'Make your Mark', as the second highest priority, alongside mental health of children. There is anecdotal evidence of gangs and knife crime as an emerging issue, mainly around substance misuse in localised areas.

There are currently 8 children in custody 2 subject to remand and 6 sentenced to custody all placed at Wetherby YOI.

Lancashire YOT Structure

Lancashire YOT is a learning organisation that has responded to the changing cohort and profile of children coming to the attention of Youth Justice. In October 2017 we invited a Peer Review to provide an independent and objective critical evaluation of our services.

Learning from the Peer Review supported the service restructure and contributed to developing a consistent approach to service delivery across the County. During the summer of 2018 LYOT restructured the service changed from a three area based team structure to a one service approach across the County. There are 66 FTE members of YOT staff, including staff from Lancashire Constabulary, CAMH's and National Probation Service. New strategic roles were implemented in June 2018, these were an Education, Training and Employment Lead, Advanced

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Practitioner, 'Performance, Development and Research' Officer and the establishment of an Intervention and Prevention service. The Health Lead's roles and responsibilities were revised. To ensure clarity of roles and responsibilities in delivery of assessments and interventions lead roles have been established. All children open to YOT have a qualified Social Worker or Probation officer as their case manager, the Social Workers and Probation Officers also provide YOT services to Court. Operational YOT Workers leads are established in Victims and Restorative Justice, Reparation and Unpaid Work, User Participation, Parenting, Volunteers, Junior Attendance Centre's, Referral Orders, Fire Days and Social Media.

The Prevention Service was launched in December 2018. The Prevention service staff include 2 qualified Social Workers, YOT Workers and a Practice Manager Lead. The focus of the service is to help prevent children aged between 8 and 17 from entering the Criminal Justice System. Children referred to the service have a holistic assessment to help identify key areas of intervention and agree an individualised plan. The service also delivers targeted sessions within the local communities and are in attendance at local multi-agency diversionary meetings. The service is working in partnership with Children's Social Care to provide a service for children who display sexually harmful behaviour. A diversion service to be provided by LYOT is in development.

LYOT has established processes in place for staff induction, supervision, line management arrangements and staff recognition. The Effective Case Management Oversight (ECMO) processes are regularly reviewed and revised with performance analysed on a quarterly basis. A group has been established to support, encourage and coordinate initiatives and actions which promote the health and wellbeing of staff.

Out of Courts Disposals

Pan Lancashire arrangements are in place for the delivery of Out of Court Disposals these arrangements include, Police led restorative justice interventions, community resolutions, Triage, youth cautions and youth conditional cautions. The referrals to LYOT for interventions are managed through the Youth Disposal Panels (YDP). LYOT share two panels one with Blackburn with Darwen and as from 14th February 2019 one with Blackpool. LYOT undertake a screening exercise to gather information about the child's circumstances and the YDP uses this evidence to inform a decision on a low level Out of Court Disposal. Every child that receives a direct intervention from LYOT will receive a full AssetPlus assessment and access to all YOT partner services. This greater depth of evidence is used by the YDP to agree an outcome and the voluntary or mandatory conditions that form the interventions for the child and their parents/carers. A Pan Lancashire OoCD scrutiny panel is held on a quarterly basis monitoring selected cases to ensure continued effective practice and learning.

Key service achievements, innovative and promising practice

Through the review of the Youth Justice Plan 2018-19 and the development of the Youth Justice Plan 2019-20 benefits of the restructure are being realised.

- LYOT have been recognised as a monitoring centre for the Unit Award Scheme, children have each received one or more Unit Award/s under the Assessment and Qualifications Alliance (AQA)'s. Over 150 AQA's have been achieved in the last 12 months. The aim is that every child will leave the YOT with a portfolio of achievements to support them in their future employment and/or training. A celebration event is planned for the children, led in partnership by Team Manager and Senior ETE Lead.
- A number of successful 'Fire Days' have been undertaken in partnership with the Fire and Rescue Teams led by the Interventions Practice Manager.

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- Improvements to Victims and Restorative Justice practice led by Interventions Practice Manager and YOT Worker with Victims and RJ lead.
- AssetPlus workshops delivered led by the Advanced Practitioner.
- Lancashire's YOT and SEND partnership held a joint conference for staff in April 2018. The partnership has been recognised nationally and awarded the 'Achievement for All (AFA) / Association of Youth Offending Team Managers (AYM) Quality Mark' in acknowledgement of joint working, process and practice to secure better outcomes for children with special education needs in the youth justice system.
- LYOT are aiming to become a Trauma Informed Service, all staff have received trauma informed awareness training and a selected cohort of YOT Social Workers have received further trauma informed training on assessment and intervention, led by Advanced Practitioner.
- LYOT were part of the three-year National YJB Reoffending project. The first year was successful in identifying the key areas of focus from the YJB Reoffending Toolkit. In the second year LYOT commissioned a three-year PhD student through the University of Central Lancashire (UCLan), to research the causes of reoffending to support improvement to LYOT practice. The research question was: 'An analysis of children who reoffend in Lancashire, and the implications for YOT operational practice'. The PhD student research is to be published in July 2019 with a summary learning report for LYOT, presentations have been delivered to staff and the YJMB in Sept 2019.
- A Memorandum of Understanding is in place with UCLan's Criminal Justice Partnership (CJP) along with Liverpool, Blackburn with Darwen, Blackpool, Cumbria YOTs and the YJB. The CJP key lead areas are from UCLan's Youth and Justice, Social and Restorative Justice, Mental Health, Violence and Aggression and Policing departments. The partnership has successfully delivered a staff conference in October 2018. Further developments include completion of a doctorate regarding ACES/Trauma Informed Approach and how research can support developing practice in Lancashire YOT, evaluation of prevention services, establishment of a Restorative Justice Practice development group and in conjunction with UCLan's media department the development of a child app to improve communication, participation and feedback from children and their parents/carers led by LYOT's Senior Manager.

Current priorities identified for 2019-20

- To implement National Standards and associated monitoring arrangements
- To target interventions for reducing FTE in the district of Preston including prevention of gangs and knife crimes.
- Developing specific services for female children known to YOT
- Strengthening links with YOT and Police Restorative Justice Services
- In partnership with the Police, develop a holistic diversionary service, to provide children and their families with a bespoke package to prevent offending or further offending.
- Developing a strategic response to County Lines, Child Criminal Exploitation and Child Sexual Exploitation.

Youth Justice Management Board

The YJMB retains its focus and scrutiny on the quality of performance, financial management, effective partnership working and service delivery. There are 3 strategic sub groups in place with representation from senior managers to oversee Probation, Police and Health joint working arrangements and service level agreements.