

AGENDA FOR

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

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To: All Members of Children and Young People Scrutiny Committee

Councillors : D Berry, C Boles, A Booth, Chadwick, U Farooq, E FitzGerald, N Frith, Lewis, L McBriar, J Rydeheard, L Ryder, G Staples-Jones and M Whitby

Other Members: D. Lewis and H Chadwick

Dear Member/Colleague

Children and Young People Scrutiny Committee

You are invited to attend a meeting of the Children and Young People Scrutiny Committee which will be held as follows:-

Date:	Tuesday, 12 September 2023
Place:	Council Chamber, Town Hall, Bury, BL9 0SW
Time:	7.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

Members of Cabinet are asked to consider whether they have an interest in any of the matters of the Agenda and, if so, to formally declare that interest.

3 MINUTES *(Pages 3 - 10)*

Minutes from the meeting held on 15th June 2023 are attached for approval.

4 PUBLIC QUESTIONS

A period of 30 minutes has been set aside for members of the public to ask questions on the agenda for tonight's meeting.

5 MEMBER QUESTIONS

A period of up to 15 minutes will be allocated for questions and supplementary questions from members of the Council who are not members of the committee. This period may be varied at the discretion of the chair.

6 YOUTH JUSTICE ANNUAL PLAN 23/24 *(Pages 11 - 102)*

Report from Councillor Smith Cabinet Member for Children and Young People attached.

7 SEND DEVELOPMENT PLAN *(Pages 103 - 106)*

Report attached.

8 IMPROVEMENT PLAN UPDATE *(Pages 107 - 110)*

Verbal update to be provided from Sean Walsh, Director of Social Care Practice

9 URGENT BUSINESS

Any other business which by reason of special circumstances the Chair agrees may be considered as a matter of urgency.

Minutes of: CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

Date of Meeting: 15 June 2023

Present: Councillor C Boles (in the Chair)
Councillors D Berry, A Booth, U Farooq, E FitzGerald, N Frith,
L McBriar, G McGill, J Rydeheard, L Ryder, M Whitby, H
Chadwick and D Lewis

Also in attendance: Jeanette Richards, Executive Director Children and Young
People, Councillor Smith, Cabinet Member Children and Young
People, Jacqui Dennis, Director of Law and Democratic
Services, Julie Gallagher, Head of Democratic Services, Chloe
Ashworth, Democratic Services

Public Attendance: 15 members of the public were present at the meeting.

Apologies for Absence: Councillor G Staples-Jones

1 APOLOGIES FOR ABSENCE

Apologies are noted above.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES

Helen Chadwick, Union Representative asked for an amendment to point 9 SEND Report to split her two points on the visit to the Social Care team and the extension of Millwood Primary School.

Following the amendment, it was agreed:

That the minutes of the meeting held on the 07th March 2023 be approved as a correct and accurate record.

4 PUBLIC QUESTIONS

The following questions were received in advance of the meeting:

Questioner	Topic	Responding
Sarah Wilson	Transition period for a child with SEND	Cllr Smith
Jane Johnston	SENDIST Tribunal hearings	Cllr Smith
Sarah Garbett	Complaints	Cllr Smith
Gemma Hall	EHC team	Cllr Smith
Kiran Hampson	Alternative education following a failed placement	Cllr Smith
Jo Kinloch	EHC team and the Disability Social Worker team	Cllr Smith

Kiera Delaney	home to school transport	Cllr Smith
Catherine White	reduced timetables and flexi schooling	Cllr Smith
Melissa Platt	suitable placements	Cllr Smith
Rebecca McCauley	Social care review	Cllr Smith
Stacey Wilde	Suitable or appropriate full time education	Cllr Smith
Aislinn Marek	EOTAS (Education Other Than At School) Policy	Cllr Smith
Martyn West	staff to manage SEND children caseloads	Cllr Smith
Paul Williams	autism school in Bury	Cllr Smith
Philip Clarence	shared equity of the SEND budget	Cllr Smith
Mrs Khan	Children and Young People Scrutiny Questions	Cllr Smith
David McGovern	Nursery provision and EHC Plans.	Cllr Smith
Sara Slawycz	Training for members of the SEN team	Cllr Smith
Laura Dale	EHCPs	Cllr Smith
Ms Taylor	EBSA policy	Cllr Smith
Donnah Buchanan	service level agreements in place with regards to communication from EHC team	Cllr Smith
Mr M Hampson	social care review	Cllr Smith

5 MEMBER QUESTIONS

There were no member questions.

6 UPDATE ON CABINET RESPONSE - FOSTER CARERS

Councillor Boles, Chair of the Children and Young People Scrutiny Committee provided an update on the Foster Carers recommendation which went to Cabinet on 15th March 2023.

At Children and Young People's Scrutiny Committee on Thursday 24th November, the following recommendation was put forward and agreed:

Recommendation to Cabinet that when they receive a report on Foster Carer financial support, they give consideration to whether any support should be back dated.

The response from Cabinet was that to backdate the fee would be at a cost £440,000 and within the context of an already overspent service this request was rejected.

Members were informed that the Foster Parents and Carers had been informed of this response from Cabinet.

Jeanette Richards, Executive Director for Children and Young People advised the Committee that the revised offer was co-produced with Foster Carers and Parents and the Foster Carers Forum was advised of the final sign off report. Members of the Forum requested that Bury Council consider the offer to back-pay and they

were disappointed with the decision not to backdate but were understanding of the financial pressures the Council are under. Members were advised that throughout different points in the year the Council will consider the impact of any cost of living crisis on Foster Carers and Parents support has been provided previously through the Housing Support Fund which will be kept under review.

At the last Children and Young People Scrutiny Committee it was asked if we are on track to deliver our projected targets around increased recruitment of Foster Carers and we are on track. Since April 2023 we have approved four fostering households with five in assessment.

It was agreed:

1. To note the response from Cabinet and the context in which the decision was made.
2. To note the response from Foster Carers on the decision

7 CHILDREN'S SERVICES RESTRUCTURE

Councillor Smith, Cabinet Member for Children and Young People provided an update on the Children's Services Restructure.

Following the recent Ofsted inspection of Children's Services in November 2021 the Council's result and Improvement Plan identified a number of key priorities including important changes to teams and structures across Social Care and Safeguarding functions and including the need to build capacity. It is recognised to review both Education and Early Help functions also.

In December 2022 Bury's Cabinet received a report setting out the proposed changes to the structures in respect of Education and Early Help which gave approval to formally consult with the staff. The second phase of the transformation journey will focus on delivering the Council's statutory Education functions including alignment of a number of functions under a clear management structure and a focus on accountability for the delivery. In addition supporting the needs of the most vulnerable children and young people including those with Special Educational Needs and Disabilities and those not in School.

The core duties of the department going forward will be

- School Assurance
- Safeguarding
- Vulnerable Children including Children and Young People with Special Educational Needs and Disabilities
- Transport Travel Assistance
- The virtual school
- Attendance
- Elective Home Education
- Children not in full time education
- Children missing in Education
- Behaviour and Exclusions
- Pupil Placed Planning and sufficiency

- Admissions

The proposal aims to provide clear focus on the departments role in place shaping and the strategic planning for the Education System to support communities promoting growth and the economic regeneration through the strong local schools system linked to the skills agenda.

To focus on the core duties other activities have had to be discontinued and now sit within the School system. The proposal seeks to build capacity in a number of key areas it unfortunately means resource has to be removed in another of other areas linked to the delivery of discretionary or traded services including the Curriculum Learning Access Service which is being disestablished.

Formal consultation with staff commenced in March 2023 and is now completed and responses to the consultation resulted in changes and the Council is now underway with a new organisational structure. There are a significant number of staff who will be affected by these plans and some may be impacted by redundancy so we are working with the Unions and staff to support them through that process. Schools have been kept fully informed along the way and further detail will follow as we move to the implementation stage.

It is proposed to bring a more comprehensive update to the Children and Young People Scrutiny Committee in the Autumn term as part of the post implementation review.

Members were informed that the service has already began the restructure and is currently in phase two which is looking at education and our schools. To measure impact it is recommended that at least one term passes to allow the Committee to measure impact which would be the autumn term.

Members were informed that there have been delays in delivering the re-structure with one issue being a heavy focus on the Social Services and the recruitment of Social Workers. Councillor Smith, Cabinet Member for Children and Young People advised that whilst progress is behind the original plan she is happy with the delivery of the restructure now and it allows people in their roles time before September 01st so work can commence promptly.

A member sought assurances on capacity at a senior officer level to support the running of services through the re-structure. In response Jeanette Richards, Executive Director for Children and Young People advised the whole project has been run in consultation with colleagues from Human Resources and so this has been helpful. The restructure does not propose much change to Senior Leadership which is helpful to support services running. It is a large piece of work and support to the workforce and all staff impacted have been given the offer of a one to one meeting.

A member sought clarity regarding the statutory service provision and if this includes the School Improvement work and transfer of duties to Schools.

In response Councillor Smith Cabinet Member for Children and Young People advised that some of the functions regarding attendance being transferred to Schools are from legislation from Government. Schools will be offered termly

meetings to look at cases of children who are severely or persistently absent to then bring in the Local Authorities support to help but responsibility will be with the Schools. In addition, we now have a database which we can use to look at attendance to review children missing from school with real time data which will continue to be reviewed. The school improvement offer will be enriched with offers to all Bury's maintained schools.

It was agreed:

1. Members note the update on the Children's Services Restructure
2. A report to be brought back to Committee following the Autumn Term
3. The follow up report to include information that identifies if the re-structure has been successful and how Schools have navigated changing responsibilities. This can be through methods such as data, surveys or feedback.

8 IMPROVEMENT PLAN UPDATE

Jeanette Richards, Executive Director for Children and Young People provided an update on the Improvement Plan for Children's Services. Following the last Committee Members were advised that the Council expected publication of the monitoring visit in April 2023 however Ofsted advised it cannot be published until after the election period. The letter sets out the overview of the monitoring visit.

Jeanette Richards, Executive Director for Children and Young People advised that the Council continues to move forward with the improvement plan and journey and the plan has been refreshed. The Improvement Board continues to meet bi-monthly, and the alternate month Jeanette Richards, Executive Director for Children and Young People meets with the Department for Education for a performance challenge session. The Department for Education will have a six-monthly review in July and a further monitoring visit undertaken by Ofsted with a focus on complex safeguarding.

In addition Councillor Smith, Cabinet Member for Children and Young People informed members that the reconfiguration of the plan looked if the correct people are on the Improvement Board and this has been aligned with the Inspecting Local Authority Children's Services framework so the plan works on what areas we need to improve.

Jeanette Richards, Executive Director for Children and Young People advised members that the update to the Improvement Plan is to RAG (Red, Amber and Green) rated against the progress achieved in relation to the various aspects. The priorities have also been reset and shifting priorities to multiagency responses and we now have sub-plans for key partners such as Greater Manchester Police and health partners. Work is taking place to create a highlight report on the plan which will be submitted to the Improvement Board and this can be brought to the Committee at a later date.

In response to a members question Jeanette Richards, Executive Director for Children and Young People advised that one issue in relation to our workforce profile is we have an over reliance on agency staff. Whilst the figure has

decreased it does bring instability to the offer of support to children and families. We have recruited international social workers and the first international colleagues have arrived, in total four and are due to commence work next week and the rest will arrive over the summer months. We continue to work with colleagues in Human Resources and we continue to advertise for roles and use word of mouth to aid recruitment. As of now, most team manager roles are recruited to on a permanent basis and the service is optimistic that the managers will help recruitment to the other vacant roles. Roles have been created for advance practitioners that require practice educator training to be undertaken to facilitate university students to hopefully retain and be newly qualified social workers.

Members were reminded this is a nationally challenging issues and other authorities are in similar situations and those judged as inadequate are under enhanced challenges around recruitment. Councillor Smith, Cabinet Member Children and Young People advised we are modelling the staffing to look at being aligned with our statistical neighbours on how much agency staff we employ. The current aspiration is for Bury to aligned with our statistical neighbours and have an agency cohort of around 18%.

A member sought clarity on what is causing missed opportunities for Children and a lack of consistency in placement stability.

In response Jeanette Richards, Executive Director for Children and Young People advised there has been a recent launch of a permanence strategy, underneath the strategy is learning and development for the service to understand what more effective permanence planning would look like, and under this is key tasks and strong planning. What is referenced in the report is that more recent permanency planning is stronger and there is some improvement. Placement stability is around strong decision making, quality of practice, challenge and support from independent reviewing officers and court processes. Often issues arise as those component parts conspire to create a delay for children. Placement stability is the decision for children to come into care and to then match their needs with placements which is an issue in bury this is why there is a need to support the fostering case and to grow our own cohort to match Foster Carers skills to the needs of our children. Without strong social worker support around a child, it is difficult to understand when a placement is becoming fragile and that has fed into placement stability.

A member wished to highlight that the report notes a steady progress for an 18 month period during which the department has been under considerable scrutiny and the workforce under tremendous pressure.

In response to a member question regarding how trends could be viewed over the two year period. Councillor Smith, Cabinet Member for Children and Young People advised the highlight report will demonstrate progress. A more detailed update could be given out of the meeting detailing specific areas. Jeanette Richards, Executive Director for Children and Young People advised there is a lot of data that Children's services hold and there is a list of key performance indicators which talk about the various topics discussed at Committee. The outcome of the Audit activity can be shared with the Committee to provide a summary of progress.

A member asked a question about national work to look at social worker recruitment and how to address concerns along with collaboration at a combined authority level. Members were informed by Councillor Smith Cabinet Member for Children and Young People that a Greater Manchester there is a pledge to keep agency costs down. Nationally there has been a commissioned report into social care led by Josh MacAlister and the response will be provided and give recommendations. Jeanette Richards, Executive Director for Children and Young People added that the combined authority and Directors of Childrens Services have come together to try and establish a Greater Manchester pledge to address mainstream recruitment to create a stronger and more compelling vision for officers to remain in local authorities rather than moving to agency workers. Original Ofsted judgement in 2021 stated that we were leaving too many children at risk of harm. A member asked if this has now changed. In response Councillor Smith, Cabinet Member for Children and Young People advised you can never be one hundred percent sure there are no children at risk but every time we are monitored and expected they pick cases to review and they have never found one since Councillor Smith has been Cabinet Member that a child has been found to be at risk at that point and we had not acted.

It was agreed:

1. The highlight report for the Improvement Plan be brought to the Children and Young People Scrutiny Committee
2. Audit activity of the service to be shared with members of the Committee

9 URGENT BUSINESS

There was no urgent business.

10 WORK PROGRAMME

This item was for information only.

COUNCILLOR BOLES
Chair

(Note: The meeting started at 7.00 pm and ended at 8.20 pm)

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SCRUTINY REPORT

MEETING:	Children and Young People Scrutiny Committee
DATE:	Tuesday 12th September 2023
SUBJECT:	Bury and Rochdale Youth Justice Annual Plan 2023-2024
REPORT FROM:	Cllr Lucy Smith, Cabinet Member for children and young people.
CONTACT OFFICER:	Rachel Meyrick – Head of Service Cared for Children and Youth Justice -Rochdale Council Sandra Bruce Assistant Director Early Help and School Readiness - Bury Council

1.0 BACKGROUND

This report has been provided as a summary of the Bury and Rochdale Youth Justice Annual Plan 2023-2024.

The Crime and Disorder Act 1998 requires Local Authorities to have a Youth Justice Plan to set out how youth justice services will be funded and delivered locally within the parameters created by available resources. The annual plan sets out the plans and priorities of Bury and Rochdale Youth Justice Service (YJS) for the period 2023-2024.

It will be reviewed annually to reflect the impact of changing national and local youth justice priorities and service user feedback. It directly addresses the aim of the Youth Justice System to prevent offending by children and young people (Crime and Disorder Act 1998).

Bury and Rochdale Youth Justice Service was formed as a combined service in 2014. The Service is a multi agency service and is represented at strategic level in a range of key partnerships (e.g. Children and Families Partnership, Voluntary sector, Bury Community Safety Partnership, Rochdale Community Safety Partnership, Safeguarding Children's Boards) and a number of Greater Manchester Authority partnerships including court users and complex safeguarding.

Bury and Rochdale YJS aims to continually improve and to incorporate not only effective practice but also emerging practice and innovation. The service seeks to self-evaluate and be critical through quality assurance techniques, to maintain the delivery of best outcomes and to continually improve performance in relation to first-time entrants, reoffending and the use of custody.

2.0 ISSUES

Policy development

Bury and Rochdale YJS is a multi-agency partnership that sits within CSC (Childrens Social Care) in Rochdale Borough Council. The service is led by the

Assistant Director of CSC (Rochdale) and the Head of Youth Justice, the Head of Service also has responsibility for Rochdale Cared for Children Service, Step Ahead Service (care experienced) and Post Order and Permanence Team.

A service level agreement is in place including terms of reference and monthly contractual meetings between leads across Bury and Rochdale to ensure information sharing, exception reporting and service planning is a shared approach which supports the work planning across the boroughs.

Bury and Rochdale YJS is committed to working in partnership to ensure:

- Children are appropriately diverted from the YJS
- That offending by children is prevented and the use of custody is reduced
- The delivery of quality and effective services to children, parents/carers, victims and the community
- The improvement of practice and achievement of positive outcomes for children and young people
- That children are safeguarded and risk to the public is minimised and managed effectively
- That restorative justice, trauma-informed and child-first approaches underpin our practice
- The unnecessary criminalisation of cared for children and other disproportionality represented group is avoided where at all possible
- Improved Education, Training and Employment opportunities for children within the service
- Improved physical health and wellbeing for all children entering YJS
- That the service provides value for money.

Performance monitoring

Governance of the YJS is provided by the YJS Partnership Board which meets bi-monthly, and this is chaired by the Director of Children's Services (Bury).

During 2022/ 2023 in addition to the National Standards for Children and quarterly reports from the YJS and Partners the YJ Partnership Board has considered the following themes and areas:

- YOI Wetherby updates
- Skill Mill
- Bury and Rochdale prevention offers
- Resettlement
- Transitions and Transition Protocol
- Health – Bury and Rochdale
- FTE's multi agency audit report and findings
- SALT GM YJS Annual Report
- Turnaround Programme
- Youth Justice Transformation Delivery Plan
- Victim Liaison/ Voice of the Victim & Restorative Justice
- Engagement and participation

As set out in the Youth Justice Service Governance and Leadership Guidance, 2021 Management board members should consider the following in terms of their knowledge of the YJS and their role in its oversight:

- Does the YJS have a clear vision for the service and how it can deliver a high quality, personalised and responsive service to all children?
- Are the outcomes described in the standards for children in the youth justice system being achieved?
- Are there any gaps in knowledge about the YJS, how it operates and the needs of the children with whom it is working?
- How can the YJS partnership arrangements actively support effective service delivery? Are there any problems, which need to be addressed?
- Are there any resource issues, which may impact on service delivery?
- How can your individual role (as a management board member) be developed to enhance the effectiveness of the board? What training and support do you need?
- How satisfied are you that the YJS can demonstrate that it works effectively to support desistance and positive outcomes for children?
- Do you understand the characteristics of children coming into the local justice system, and any disparity in groups from the local population?
- Have any HMIP inspection findings, including thematic inspections, been addressed?

Future activity

Within the plan, Bury and Rochdale YJS have devised a YJ Partnership Action Plan 2023/ 2024 which will be updated by the management team monthly and scrutinised by the YJS Partnership Board on a quarterly basis. Bury and Rochdale YJS believe their vision and focus on future planning is strongly aligned to the YJB Strategic Plan 2021 – 2024. The vision for a child first youth justice system is strongly embedded within our culture. We believe in strong and resilient leadership that leads by example and invests in its staff to ensure that joined-up, innovative and evidence-based practice is at the heart of what we do.

Following a management development session and a whole service development day Bury and Rochdale YJS developed our 6 priorities for 2023/2024:

1. Prevention - Ensuring the holistic needs of our children and young people are met at the earliest opportunity

Reason: To ensure that the children across Bury and Rochdale are receiving the right support as soon as need is identified and that the offer including mental health, social and education needs for young people at risk of escalation through the criminal justice system is robust and reduces the risk of offending behaviour.

Action: Review the pathways to early help support, across both Bury and Rochdale to ensure that children and young people quickly identified and are provided with early support to prevent offending behaviour. Ensure a holistic approach to health (including mental health) social and education needs through a placed-based early help delivery model.

Expected Outcome: Improved offer which identifies and responds to young people at the earliest opportunity which leads to a reduction in young people entering the criminal justice system.

2. Disproportionality and diversity

Reason: To better understand the local demographic and the disproportionate representation within the YJ System that can impact on children and young people's life chances.

Action: To develop robust local data sets that provide live information and can evidence disproportionate groups. To develop a Policy and Implementation Plan.

Expected Outcome: To be able to target resources and increase understanding of children who are disproportionately represented within the system.

3. Adolescent offer

Reason: To be instrumental in the development of the 'Adolescents' pathways across GM and locally; which include all services for children at risk aged 13-19.

Action: To review the range of services that are available for adolescents, including Youth Justice & Targeted Youth Provision, that contribute to this agenda.

Expected Outcome: To ensure services are co-ordinated and joined up with a focus on adolescents. To see a reduction in CCE and other factors that place young people at risk.

4. Voice of the child

Reason: To ensure that we operate a 'Child First' youth justice system that hears the 'Voice of Children' and is prepared to act upon it to improve service delivery.

Action: To listen to what children and young people are telling us and think of new and innovative ways that make this meaningful.

Expected Outcome: To evidence that the 'Voice of the Child' has informed and shaped services and improved our offer for children at risk of, or involved in, the youth justice system.

5. Induction and development – board members

Reason: To ensure that all new and existing member of the Youth Justice Partnership Board understand their roles and responsibilities.

Action: Review the induction procedures and schedule a development session. Ensure thematic areas are reviewed at Board meetings.

Expected Outcome: Improved understanding of the role for Board Members, which ensures that they promote and champion the role of youth justice in their own services.

6. Quality assurance – implementation and oversight

Reason: To ensure effective QA across a range of service areas that continues to improve outcomes.

Action: Through continual audit and monitoring processes, both locally and across GM.

Expected Outcome: Improved outcomes for children and young people as result of effective service delivery.

Defining Success:

Bury and Rochdale YJS define success as being able **to inspire, encourage and empower – supporting our children’s individual needs to achieve a brighter future** (the YJS Vision). Furthermore Section 4 of the plan sets out Bury and Rochdale YJS commitment to working in partnership to ensure:

- Children are appropriately diverted from the YJS
- That offending by children is prevented and the use of custody is reduced
- The delivery of quality and effective services to children, parents/carers, victims and the community
- The improvement of practice and achievement of positive outcomes for children and young people
- That children are safeguarded and risk to the public is minimised and managed effectively
- That restorative justice, trauma-informed and child-first approaches underpin our practice
- The unnecessary criminalisation of cared for children and other disproportionality represented group is avoided where at all possible
- Improved Education, Training and Employment opportunities for children within the service
- Improved physical health and wellbeing for all children entering YJS
- That the service provides value for money.

Challenges, risks and issues

6 key service challenges, risks and issues have been identified. Below is an outline of these with actions that are being implemented to mitigate such risk.

Risk	Action to Mitigate Risk
1. Future budget efficiencies/reductions in partner contributions	<ul style="list-style-type: none"> • Review of Service Level Agreement between Rochdale and Bury • Review all vacancies as they arise in context of service needs • Maximise community resources • Maximise opportunities for partnership working with other agencies and ensure all secondments are in place • YJS Working Plan 2023/2024 • Quality Assurance processes/ quality improvement plans and processes • Commit to continuous quality improvement regardless of budget situation • Robust financial planning within Bury and Rochdale Council and with partners.
2. Increases in remand bed nights places increased	<ul style="list-style-type: none"> • High quality budget monitoring and management • Timely, accurate and relevant information to

<p>strain on both Bury Council's and Rochdale Council's associated budget</p>	<p>managers</p> <ul style="list-style-type: none"> • Brief relevant partners on need for efficient, speedy processes • Constantly review and develop Bury and Rochdale practice in each remand case, including actively considering applications for community bail packages • Provide timely updates to Bury and Rochdale Management Board and other relevant partnerships • Robust bail packages to be presented to court as alternatives to custody
<p>3. Embedding new practice guidance – all policies, procedures and guidance are currently under review to ensure that practice is current and any gaps are identified.</p>	<ul style="list-style-type: none"> • Staff have been made aware in the Whole Service Meetings that policies are being updated. • Once the policies are updated (plan for end of Summer 23), they will be shared with staff and the YJS Partnership Board for consultation. • Once agreed, all staff and Managers will be allocated at least one Policy each to summarise and then a development session will be facilitated whereby everyone can provide the key points from each policy in the form of a PowerPoint presentation. This will embed key learning and ensure that all key points can be accessed at ease for day to day use.
<p>4. Ensuring young people/ parents and cares have a voice</p>	<ul style="list-style-type: none"> • Systematically seeking and capturing views of children, young people, parents and carers including conversational audits • Development of a YJS parent forum to provide additional opportunity to understand what is going well and what we can do better • Presentations to the YJ Board to increase awareness and support with regard to requests for additional support or alternative partnership resources to respond to unmet needs of children and young people in the YJS
<p>5. GMP Focus on arrests: There is a current impetus within Greater Manchester Police (GMP) to arrest and hold more people committing offences to account. This increased focus and resource may indeed result in more children being brought to the attention of GM Youth Justice Services through the OOC and Court arena. The number of children currently under investigation (81 Bury/ 116 Rochdale as of 23.05.2023) presents a risk (from a capacity point of</p>	<ul style="list-style-type: none"> • YJS to work closely alongside GMP strategically at the YJS Partnership Board and other relevant forums and operationally to ensure that children are being dealt with proportionately to the seriousness of the offences and the individual circumstances of the child. A balance to be achieved in terms of child first principles and management of risk and public protection. • The weekly Joint Decision Making Panel to scrutinise decisions ensuring that children are diverted from Courts and back to the Police were appropriate. • The quarterly OOC Scrutiny Panel led at GM Head of Service level to further scrutinise decision making. • Ensure timely and improved information sharing between YJS and police to assist with responsive and proactive risk management/ interventions.

view) in the event that a high proportion result in referrals to the YJS or charge	
6. Lack of dedicated Data Analysts	<ul style="list-style-type: none">• HoS working with the ICT service to increase data analyst capacity and provide more training to other members of the ICT team so that the responsibility does not lie with one person.

3.0 CONCLUSION

The Youth Justice Annual Plan is a requirement of the Youth Justice Board (YJB) and has been completed in accordance with the YJB guidance and template. The plan has been co-produced with staff, young people, families and the board. The plan has been agreed by the board and signed by the Director of Children's Services.

List of Background Papers:-

Contact Details:-

[Report Author]

Executive Director sign off Date:_____

JET Meeting Date:_____

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SCRUTINY REPORT



MEETING: Children and Young People Scrutiny Committee

DATE: 12th September 2023

SUBJECT: Youth Prevention

REPORT FROM: Cllr Lucy Smith

CONTACT OFFICER: Sandra Bruce- Assistant Director Early Help and School Readiness
Jen Mills -Head of Service Family Resources

1.0 BACKGROUND

The report provides information and detail of the council's delivery of its youth justice prevention offer for the year 2022/23 and, priorities for 23-24. The report should be read in conjunction with the Youth Justice Plan 2023-2024 also submitted.

The youth justice shared service for Rochdale and Bury is managed by colleagues in Rochdale except for the prevention element of the offer which is managed through services in Bury's Early Help Division. The report provides information on the prevention offer in Bury including,

- Governance
- The Bury picture
- Priorities for 23-24

2.0 (Issues)

Governance

2.1 The youth justice service is accountable to Bury and Rochdale, Youth Justice Board. The Board is statutory and is required to manage the delivery of services across Bury and Rochdale; it is accountable to the National Youth Justice Board. Youth justice is a regulated activity and is inspected by HMI Probation. The Bury and Rochdale Youth Justice Board is chaired by the Bury, Executive Director for Childrens Services.

- 2.2 Until April 2023 the prevention element of the youth justice offer sat within the early help localities teams until, through a restructure in 2023, the resource was moved to a newly created family resource service, to build further capacity in the offer specific to adolescents as it now sits alongside our youth service, mentoring service and children's participation team. There are three youth justice prevention workers in Bury equal to 2.7 full time equivalents.
- 2.3 The prevention team is funded through the annual Youth Justice Grant. Rochdale receive a proportion of the grant to deliver the statutory element of youth justice and some is retained by Bury to deliver the prevention offer.
- 2.3 The small prevention team offers support across the children's continuum of need and works with children supported in early help through to children supported by social workers who may be children in need, children who require protection or, who are looked after, but who are on the edge of crime.
- 2.4 The youth justice prevention work is driven both by the needs of individual children through case management, through to a wider community offer.
The prevention element is also driven by other key agendas, namely the GMCA (Greater Manchester Combined Authority) Reducing Knife Crime agenda and, the GMCA, young people at risk of violent crime, project as well as through a new national driver called, Turn Around.
- 2.5 Grant money is provided each year to support the GMCA drive to reduce both knife crime and violent crime. A multi-agency steer group in Bury, both allocates and manages the grant money targeted to both individual and community approaches to reduce crime. This is not recurrent monies and each year an investment plan is developed across the partnership to deliver against the grant. A later table highlights some of the offer delivered through these monies.
- 2.6 Introduced in 2023 Turnaround has provided a new focus on prevention work with individual children. This 3 year funded programme aims to target young people and their families at the earliest opportunity, offering tailored interventions based on an holistic assessment and strengths-based action planning. An outcomes framework is defined by government against which we are required to report. Bury is required to work to turn around 28 young people through 23-24.
- 2.7 A specific subgroup of the Youth Justice Board and Community Safety Partnership manages the offers linked to GMCA and the ~~Turn Around~~ Turnaround agenda and is chaired by the new service lead for the Family Resource Service. This enables partners to work together to develop actions aimed at preventing young people entering the criminal justice system and to offer prevention approaches across the borough, based on need.

- 2.8 The governance allows for both individual tracking of the delivery and impact on children in receipt of direct support, as well as wider strategic approaches such as work with schools, detached youth work etc. Internal reporting mechanisms are in place ensuring both the Youth Justice Board and the Community Safety Partnership have sight of the work being undertaken and its impact.

3 The Bury Picture

Prevention - Individual Support

- 3.1 In 2022-23, **76** young people received prevention support. 54 were new children supported from, April 22, whilst 22 were already open at the start of the reporting year. The prevention workers either support children as part of a plan led by another lead professional such as an early help practitioner or social worker as well as acting as the lead professional for children.

	April 22 – June	July 22 – Sept 22	Oct 22 – Dec 22	Jan- 23 – March 23	Total
As part of a plan	5	6	0	6	17
As lead professional	7	5	9	16	37
Open episodes	12	11	9	22	54

- 3.2 First time entrants into the criminal justice system have increased across Bury and Rochdale from a low of 147 in April to March 20-21 to 169 in 22-23. It is above the England average of 148 but below the Greater Manchester average of 180. Our figures remain lower than pre-pandemic figures which suggests our prevention offer is having impact though we want to see this figure further reduce and this is the focus of the work of the prevention team as well as the wider strategic partnership approach to prevention.
- 3.3 Since the Turnaround Program was introduced in January 2023, 23 young people have been assessed as eligible and supported through an Early Help prevention plan, exceeding the Ministry of Justice targets for Bury, of 16. These children have been successfully worked with and have not entered the criminal justice system. This remains a new project and we will build up both our data and profile to enable us to develop services and target support based on our learning, as we progress.

Prevention – Community Offer

3.3 Through the wider strategic approach overseen by the reducing knife crime sub group, the offer to young people incorporates the following.

- Training for professionals working with young people across the partnership.
- Awareness raising for parents/cares and young people
- Universal Prevention offer

In 2022-23 the offer included,

	Strand	Activity/support	Data
Step Ahead	training	ACES (Adverse Childhood Experiences) training for all relevant professionals to support understanding of the impact of trauma on young people's actions and behaviours	453 professionals trained form across schools, social care, early help, foster carers and complex safeguarding team.
How to listen to young people	Training	Co-produced training to support relationship building between professionals and young people delivered to GMP staff	23 school engagement officers
Knife crime training	awareness raising	Sessions delivered in the community for adults to better support young people. This included parents whose children were accessing diversionary activities as well as targeted support following community incidents.	50 parents/community members
Knife crime booklet	awareness raising	1000 booklets created and shared with parents to offer information and support, Thes booklets were shared with partners and were targeted to parents who were experiencing the challenge of managing	Knife crime training

		young peoples behaviour when at risk of criminality	
Lived experienced sessions	awareness raising	Assemblies from 3 rd sector organisations to raise awareness of exploitation and the impact of violent crime	9 secondary schools
Transition sessions	Awareness raising	Sessions on safety offered to 6yr 6 pupils to support with positive relationships, internet safety, legality and impact of risk taking behaviour	29 primaries received the session
Detached	Universal prevention support	Evening detached sessions across the borough in partnership with GMP/TfGM/CSP/3 rd sector and Complex Safeguarding Team	1200 contact with young people made
Open provision	Universal prevention support	7 youth clubs have opened across Bury East, Central Bury and Radcliffe offering weekly sessions	228 young people have registered and regularly attended
Diversions activity	Universal prevention support	Weekly sessions with an increased offer over the summer and holiday period to offer open access positive activities	1100 young people have attended sessions
Step Out	targeted support/direct work	Group work and 121 support for young people identified as being at risk of exclusion related to violence (school referral pathway)	120 young people supported
Mentoring offer	Targeted/direct work	121 weekly mentoring to identified young people	37 young people
School thematic offer	Targeted/direct work	Thematic group work offered to schools with identified young people to reduce the risk of criminality	11 half termly project delivered
Serious youth violence	Targeted/direct work	Access to funds to remove barriers to EET, deter risk taking behaviour, offer increased prevent	28 young people supported

		activity to prevent entrance to the YJS	
Reducing Knife Crime	Universal Prevention	Review of the weapons protocol for schools with identified pathways for schools to seek advice and access support.	All secondary schools

A successful summer of diversionary activities has also been rolled out this year to provide opportunities for both the wider population and identified young people who were engaged with. (Numbers not yet confirmed but this will be reported on in October).

4 Priorities 23-24

In line with the wider youth justice plan, Bury will focus on priority 1- Prevention

Ensuring the holistic needs of our children and young people are met at the earliest opportunity

Reason: To ensure that the children across Bury and Rochdale are receiving the right support as soon as need is identified and that the offer including, mental health, social and, education needs for young people at risk of escalation through the criminal justice system is robust and reduces the risk of offending behaviour.

Action: Review the pathways to early help support, across both Bury and Rochdale to ensure that children and young people are quickly identified and are provided with early support to prevent offending behaviour. Ensure a holistic approach to health (including mental health) social and education needs through a placed-based early help delivery model.

Expected Outcome: Improved offer which identifies and responds to young people at the earliest opportunity which leads to a reduction in young people entering the criminal justice system.

To do this Burys prevention service will

4.1 Improve pathways to support

To impact more positively on children's outcomes we will identify and respond to need at an earlier opportunity in respect of individual children. Already there has been a review of the referral pathway for

accessing the youth justice prevention team. We are working with police colleagues to ensure that all children, who are identified in the community as requiring support to reduce escalation into the criminal justice systems, are referred through our Multi Agency Safeguarding Hub - our front door to social care. There, all children are triaged and a plan of action to support them is considered. Children will be referred directly to the prevention team if they require an early help plan, to ensure at the earliest identification, children are supported through a team around plan to reduce possible criminal activity and behaviours.

4.2 **Improve Data/Quality Assurance and Impact**

4.2.1 As the approach is multi-faceted with involvement from across internal and external services the challenge is to ensure all is joined up and data/information sharing is robust.

We are developing improved recording and data systems. Good data will allow us to review the pathways of support accessed to monitor and record the impact of our work on young people.

4.2.2 The creation of the prevention team and the referral pathway through the MASH (multi agency safeguarding hub) has already enabled us to more effectively respond and track demand. We are currently writing data reports that will allow us to lift data more easily from our recording systems to access 'live' data, review patterns across our cohort and respond to changes in demand through targeted activity - for example deploying detached support to respond to demand and local need.

We have developed and are due to launch our new Family Resource panel in September which will receive referrals for children across the continuum of need and will support us to respond to children at higher levels of need who require prevention support.

4.2.3 This year we have started to increase our audit activity so that we can review learning from specific children's journeys and apply this to practice. We are developing unique practice standards for our prevention team in line with our Bury commitments to support our 'testing out' of the quality of our offer for individual children.

This year we will develop a more robust outcomes framework for both our individual support to children as well as for our wider prevention approach. The Turnaround project has provided a framework to deliver this at an individual child level but we will also measure the impact of the wider work and its impact on reducing entry to the criminal justice system.

4.2.4 The active participation of young people in their own assessments and intervention plans is essential as part of our quality assurance tool and we will develop stronger feedback mechanisms so we can ensure that young people are shaping and co-producing our service delivery.

5 CONCLUSIONS

The small bespoke team formally moved into the new Family Resource Service in April 23 and we are now embedding this within a new wider family offer. The structure and governance is improved and there are defined pathways to support through assessment and planning.

As we move through 2023 the ~~Turn Around~~ Turnaround programme and outcomes framework will support us to develop a better understanding of young people on the edge of crime and the impact of our interventions on young people's outcomes.

With the alignment of the prevention workers with our wider adolescent offer we are well placed to ensure a more coherent and creative approach across both individual and wider community support.

The youth justice plan 2023-24 provides a framework to develop an holistic approach across Rochdale and Bury with appropriate governance to test our success and understand the improvements we are making for our young people

List of Background Papers: -

Youth Justice Plan 2023-2024

Contact Details: -

*Sandra Bruce -Assistant Director Early Help and School Readiness
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Executive Director sign off Date: __24th August_23 _____

JET Meeting Date: __6th September 23_____

Annex A - Youth Justice Plan

Service	Bury and Rochdale Youth Justice Service
Service Manager/ Lead	Rachel Meyrick
Chair of YJS Board	Jeanette Richards, Bury DCS

Contents

	ITEM	Page No
1	Introduction, vision and strategy	1
2	Child First	6
3	Voice of the child	9
4	Governance, leadership and partnership arrangements	10
5	Board Development	12
6	Progress on previous plan	14
7	Resources and services	18
8	Performance and priorities <ul style="list-style-type: none"> • National Key Performance Indicators • Local Performance 	20
9	Priorities <ul style="list-style-type: none"> • Children from groups which are over-represented • Prevention • Diversion • Education • Restorative approaches and victims • Serious violence and exploitation • Detention in police custody • Remands • Use of custody • Constructive resettlement 	28
10	Standards for children in the justice system	40
11	Workforce development	41
12	Evidence-based practice and innovation <ul style="list-style-type: none"> • Evaluation 	42
13	Service development plan <ul style="list-style-type: none"> • Service development • Challenges, risks and issues 	45
14	Sign off, submission and approval	50
15	Appendices <ul style="list-style-type: none"> • Appendix 1: Staffing Structure • Appendix 2: Budget costs and contributions 2023/ 24 • Appendix 3 – Common Youth Justice Terms 	51 52

1. Introduction vision and strategy

Foreword from the Chair of the YJS Partnership Board Jeanette Richards

On behalf of the Bury and Rochdale Youth Justice Partnership Board I am pleased to share with you Bury and Rochdale Youth Justice Plan 2023-2024. Bury and Rochdale partners have a shared ambition to enable every child and young person across both boroughs to achieve their potential by ensuring our children feel safe, are healthy, have access to good education. Central to this is the need for to listen to our young people so we continually shape services to better meet their needs. We have the same ambition for children who become involved in crime and anti-social behaviour or are at risk of becoming so and this plan sets out our commitment to realising this. This plan responds to what we have learnt in the last year and sets out our priorities for this year including how we will measure the impact of our work for our young people so that we are continually learning and improving and informing our service delivery. We know that working in partnership with families is vital and our plans have a whole family approach, with children at the centre.

We know that all families need support from time to time, and some families need extra help at times, and this is particularly true for children who become involved in criminal and anti-social behaviour. The YJS Partnership Board will focus on getting **'the right support at the right time'** to children and families to prevent children's involvement in crime and to ensure that they are managed through the criminal justice system with the focus on preventing further escalation.

Bury and Rochdale Youth Justice Service and the wider Youth Justice Partnership Board believe that all children, young people and their families who are working with us have the right to equal access to all appropriate services from the Youth Justice Service and its partners, and not to feel excluded because of their age, gender, disability, ethnic background, skin colour, language, faith, health, social and economic backgrounds, sexuality or other prejudice.

Introduction

The Crime and Disorder Act 1998 requires Local Authorities to have a Youth Justice Plan to set out how youth justice services will be funded and delivered locally within the parameters created by available resources. This document sets out the plans and priorities of Bury and

Rochdale Youth Justice Service (YJS) for the period 2023-2024. It will be reviewed annually to reflect the impact of changing national and local youth justice priorities and service user feedback. It directly addresses the aim of the Youth Justice System to prevent offending by children and young people (Crime and Disorder Act 1998).

Bury and Rochdale YJS aims to continually improve and to incorporate not only effective practice but also emerging practice and innovation. The service seeks to self-evaluate and be critical through quality assurance techniques, to maintain the delivery of best outcomes and to continually improve performance in relation to first-time entrants, reoffending and the use of custody.

Bury and Rochdale YJS Vision and Mission Statement

During a Service Development Day, a Vision Statement and Mission Statement were co-produced between staff and management.

Vision Statement

To inspire, encourage and empower

Supporting our children's individual needs to achieve a brighter future.

Mission Statement

We are passionate about working in partnership with children, their families and communities to achieve positive outcomes, tailoring interventions to reflect the individual needs of children. We work alongside children and families in an honest, nurturing, holistic and compassionate way to repair harm and to open up opportunities for positive futures.

Key achievements for 2022/ 2023

- At present, all posts within the service structure (see Appendix 1) are filled with the exception of the Seconded Probation Officer, however, efforts are being made to recruit to this and contingency arrangements are in place to support the transition of children from youth to adult services.
- We have recruited and welcomed new members of staff to the team including the new Project Lead post.
- We have increased SALT support, EWO for Rochdale and CAMHS support for Rochdale.
- HSB triage is established and continues to be developed across Rochdale and there is HSB policy and procedure agreed. (19 young people have been discussed at triage Jan – May this year) (60 young people discussed in 2022).
- AIM3 training / AIM3 Intervention training and AIM3 management training delivered across YJS & CSC to enhance the HSB offer in Rochdale and Bury.
- Revised the Youth Justice Prevention Offer across Bury and Rochdale via the Early Intervention and Prevention Grant
- Prevention offers from both Rochdale and Bury have been reviewed and revised and updates are regularly provided at the Youth Justice Partnership Board and the Youth Justice Operational Group.
- A restructure in Bury to align the prevention offer to both early help and the youth service through the creation of new Family Resource Service, strengthening the prevention offer

- The Serious Youth Violence offer has been used to support prevention and diversion work with children through mentoring, collaboration with the Youth Service, Early Break, sports interventions and knife crime interventions.

Local Context

Bury and Rochdale Youth Justice Service

Bury and Rochdale Youth Justice Service was formed in 2014. It is chaired by the Director of Children’s Services for Bury. Partnership members are drawn from across Bury and Rochdale. Active links are maintained at both strategic and operational level to Criminal Justice, Community Safety, Safeguarding Boards and Children, Young People and Families boards.

The Service is represented at strategic level in a range of key partnerships (e.g. Children and Families Partnership, Voluntary sector, Bury Community Safety Partnership, Rochdale Community Safety Partnership, Safeguarding Children’s Boards) and a number of Greater Manchester Authority partnerships including court users and complex safeguarding.

The Metropolitan Borough of Rochdale is a borough of Greater Manchester. Its largest town is Rochdale and the wider borough covers other outlying towns and villages, including Middleton, Heywood, Milnrow and Littleborough it covers an area of 61.4 sq miles, with a population of 223,773 at the 2021 census. It is the ninth-largest district by population in Greater Manchester.



Bury is a metropolitan borough of Greater Manchester. It is north of Manchester, to the east of Bolton and west of Rochdale, it covers an area of 38.40 sq miles, with a population of 193,851 at the 2021 census. It is the 10th most populous borough in Greater Manchester.



A snapshot of Bury and Rochdale's demographics as of 01.04.2023:

- The **10-17 years population of Bury and Rochdale combined is 44,740** (equates to **10.7%** of total Bury and Rochdale populations: 417, 626 ONS 2021)
- **78%** of the Bury and Rochdale population are White British (**21.9%** BAME)
- **49%** of the population in Bury and Rochdale are male with **51%** female
- Bury and Rochdale are ranked in the top **10%** most deprived areas nationally with 26% of children living in low-income families.

Children's Social Care (CSC) information as of 01.04.2023:

- **1422 (Bury), 3129 (Rochdale)** children open to statutory CSC
- **351 (Bury), 600 (Rochdale)** cared for children
- **212 (Bury), 459 (Rochdale)** children with a child protection plan

A snapshot of Bury and Rochdale YJS caseload (excluding Bury prevention work) as of 01.04.2023:

147 children open to the YJS (total of 193 interventions) including:

- 5 prevention (Rochdale)
- 7 school based interventions (Rochdale)
- 16 welfare aim assessment and interventions/ HSB interventions (3 Bury, 13 Rochdale)
- 5 Turnaround (Rochdale)
- 21 Out of Court (OOC) Disposals (6 Bury; 15 Rochdale)
- 58 Court Imposed Disposals (26 Bury; 31 Rochdale, 1 other area)
- 7 remand, DTO, custody (5 Bury, 2 Rochdale)

Excluding prevention, assessment stage and custody, there were 79 active interventions across the OOC and Court Disposals. Of the 193 overall interventions **11% (21 - 6 Bury; 15 Rochdale) were OOC Disposals and 30% (58 - 26 Bury; 31 Rochdale, 1 other area) were Court Disposals.**

Nationally, the trends in Youth Justice cohorts have changed in recent years with more children (typically two-thirds) being dealt with in the OOC arena. Based on the above data, **Bury and Rochdale YJS had 11% of the caseload that were OOC Disposals** which is less than the National picture. This may be a consequence of the serious nature of offending in Bury and Rochdale (resulting in Court Disposals) which is characterised by an increase in serious youth violence and children committing seriously violent offences at a young age with some of them having had no previous youth justice involvement. Of the 11% of the out of court disposals, 30% (6 children) are Bury with the other 70% (15 children) being from Rochdale. However the court ordered interventions are more evenly split between Bury and Rochdale with 26 of the 58 (45%) children being from Bury and 31 of the 58 (53%) children being from Rochdale. This could indicate that the seriousness of offences being committed by children from Bury has increased and this needs to be a focus of this years YJS Partnership Action Plan for 23/24.

Other YJS caseload data for the period March 2022 – April 2023:

The below data is based on all new OOC and Court Disposals during this period:

- **Age – 77% aged between 13 – 17**
- **Gender – 85.9% male**
- **Ethnicity – 32.9% BAME** demonstrating an over-representation in the YJS when compared to the general population which is 14% BAME
- **CSC Status – 42 children were cared for children** (18 Bury; 24 Rochdale), **24 children were subject to a child protection plan** (7 Bury; 17 Rochdale) **and 85 children were being supported under child in need** (36 Bury; 49 Rochdale)

1. Child First

Bury and Rochdale YJS commitment to a child first approach

Bury and Rochdale YJS and its Partnership Board, share the YJB's vision for a youth justice system that treats children as children. In line with the Bury and Rochdale YJS vision, we want to empower children to be the best that they can be and realise their potential.

A Child First approach means putting children at the heart of service provision and seeing the whole child, identifying/tackling the influences on offending and identifying/promoting the influences that help them to move to pro-social, positive behaviour.

The Head of Service recognises that to be truly child first, the workforce must have the relevant skills and personal qualities. As such, all recruitment assesses the applicants understanding of a child first approach and for existing staff, this is regularly assessed and discussed through internal quality assurance and supervision processes.

Two staff members have been booked onto the Child First Effective Practice Award. This additional knowledge will be invaluable for the service and it is hoped that following the course, the two staff members will become 'Child First Champions' to help further develop the child first approach within Bury and Rochdale YJS and across the wider partnership.

Consideration to the four tenets of the child:

The Child First principle is made up of the following four tenets (Youth Justice Board, 2022)

<p>As children</p>	<p>Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.</p>
<p>Building pro-social identity</p>	<p>Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.</p>
<p>Collaborating with children</p>	<p>Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.</p>
<p>Diverting from stigma</p>	<p>Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.</p>

Below are five key examples of how Bury and Rochdale YJS are working towards a child first approach:

Responsive Interventions:

Bury and Rochdale YJS has dedicated youth justice officers, workers and sessional workers who offer individual and responsive interventions within each area of youth justice. Workers are supported and overseen by two experienced practice managers and two experienced advanced practitioners. The management team take a leading role in sourcing, devising and updating new resources and interventions in consultation with children. This ensures that intervention delivery is current, child-centred, developmentally informed and responsive to particular needs and any structural barriers. During the monthly Whole Service Meeting/ Service developmental afternoons, any new interventions are presented to the team so that all staff are made aware to support with intervention delivery. The most recent intervention acquirement was in conjunction with Rochdale Youth Service which is a VR package comprising VR headsets and bespoke VR programmes to support intervention work around knife crime, gangs and exploitation. This intervention is available to all children across the youth justice service and discussions are taking place with Bury Youth Service to develop this wider across Bury prevention and early intervention services.

Assessment and Planning:

All children open to the YJS (with the exception of Diversion) have a full assessment completed which ensures a holistic end-to-end assessment and plan is completed. Children within court receive a full AssetPlus, children subject to Out of Court Disposals, Turnaround and Prevention receive the OOCB assessment. The child and their parent/carer are central within this process particularly in relation to the planning element. Bury and Rochdale YJS have an Intervention Plan which gives equal consideration to areas of concern (factors 'against' desistance) and strengths (factors 'for' desistance) which can support with their pro-social identity and sustainable desistance and thus impacting positively on communities and resulting in fewer victims.

Constructive Resettlement:

In particular reference to children entering and leaving custody, the YJS are developing a Resettlement Policy which will be underpinned by the principles of Constructive Resettlement. In addition the Policy will be developed to give greater consideration to supporting children entering custody with SEND and utilising a more robust planning template to capture the child's voice in their resettlement planning.

Constructive Resettlement is defined as '*...collaborative work with a child in custody and following release that builds upon his or her strengths and goals to help them shift their identity from pro-offending to pro-social. Consequently, within this approach, the clear overall role for all agencies (in policy and in practice) is to facilitate the child's identity shift.*' (YJB, 2018).

Prevention and Diversion:

Promoting a childhood removed from the justice system utilising effective prevention and diversion, Bury and Rochdale YJS have a commitment to driving this to ensure that the right children receive the right support at the right time, whilst ensuring that children that don't require YJS support are signposted to relevant services through locally agreed systems. Bury and Rochdale YJS recognise that sometimes exposing children to a youth justice setting can sometimes create stigma and in some cases do more bad than good.

Bury Council retained responsibility for youth justice prevention work for Bury and therefore this is not carried out by the Bury and Rochdale Youth Justice Service.

The YJS Prevention and Diversion offer in Rochdale has been revised by the Practice Manager leading in this area to ensure that processes are clear and streamlined. This review has included partners from Early Help and aims to ensure that children are accessing the right support at the right time and from the right service. The new Ministry of Justice Turnaround Programme has also been included in this pathway.

Widening the Child First Approach:

The work undertaken by YJS Practitioners and Managers presents various opportunities for the child first approach to be promoted across the partnership. This can range simply from the language we use during multi-agency meetings through to the organisation of partnership arrangements, service delivery and training.

A recent review of the Joint Decision Making Panel for Out of Court Disposals has resulted in a multi-agency approach whereby the Panel has additional representatives from Early Break and Health. The Panel is underpinned by a child first approach and is therefore feeding into a multi-agency mindset shift regarding seeing the child as a child before an offender.

A YJS Partnership Board Development session is planned which will include child first and trauma-informed approaches and the Head of Service jointly with one of the Practice Managers are developing a YJS Partnership Board Induction which promotes the child first approach.

2. Voice of the Child

The Raising Rochdale Children and Young Peoples Strategic Participation Plan is currently in development and identifies that whilst the voices of children from some vulnerable groups are well represented, the participation of young people from youth justice services requires development and this has been included in the plan.

The Youth Justice Partnership and wider services has a strong commitment to hearing the 'voice of the child' and have explored different ways in which we can 'listen' to children to inform and shape service delivery.

Young people play an active role in the work of Bury and Rochdale Youth Justice Service that has been consolidated further with the recruitment of the Youth Justice Participation Apprentice.

Bury and Rochdale YJS have developed an ethos whereby staff pro-actively seek to gain feedback from service users at all stages of their involvement from initial assessment to closure, the service has numerous ways of obtaining young people's views, including;

- Targeted engagement and participation work by the Reparation Officers
- Feedback on each intervention undertaken;
- Ad hoc feedback on specific themes
- Manager reviews of cases with young people;
- Referral Order panel reviews with young people;
- Every assessment includes a self-assessment by the young person;
- Compliance panels and pre-breach re-engagement meetings with young people (for those at risk of breach/non-compliance);
- A number of young people we work with are or have been Cared for Children and we actively encourage participation within Bury and Rochdale's participation arrangements for Cared for Children
- Inclusive of partner agencies who can obtain the voice of children and young people

The active participation of young people in their own assessments and intervention plans is quality assured through our audit tool, which specifically examines children's active involvement and the recording of wishes and feelings. Children and young people's views and feedback are being listened to and recorded to support service developments to inform the Youth Justice Service and the wider Youth Justice Partnership.

Children and young people have been informed of their 'rights to complain' about any services and what the complaints process and procedures are if required.

Areas for development

- Inclusion in the wider Raising Rochdale and Bury Participation Strategy
- The voice of children could be better represented in strategic forums such as the YJS Partnership Board and within the recruitment of new staff. The Bury recruitment pack for young people developed in Bury will be incorporated into this action.
- Considering how digital technology can be used to capture feedback from children i.e., voice recordings, video recordings, Apps etc.

All of the above will be built into the YJS Partnership Action Plan for 23/24.

3. Governance, leadership and partnership arrangements

Bury and Rochdale YJS is a multi-agency partnership that sits within CSC in Rochdale Borough Council. The service is led by the Assistant Director of CSC (Rochdale) and the Head of Youth Justice, the Head of Service also has responsibility for Rochdale Cared for Children Service, Step Ahead Service (care experienced) and Post Order and Permanence Team.

A service level agreement is in place including terms of reference and monthly contractual meetings between leads across Bury and Rochdale to ensure information sharing, exception reporting and service planning is a shared approach which supports the work planning across the boroughs.

Within the YJS Management Structure there are two full-time Practice Managers and two full time Advanced Practitioner (all with agreed Thematic Leads and areas of responsibility) that sit under the Head of Service – see Appendix 1.

Governance of the YJS is provided by the YJS Partnership Board which meets bi-monthly, and this is chaired by the Director of Children’s Services (Bury).

The Partnership Board ensures it has appropriate links with other partnerships by requiring members of the Board to report on the work of those partnerships of which they are a member. As members of the Partnership Board are also members of an appropriate range of other partnerships it is an expectation that they promote youth justice as a priority across

the wider partnership arena. The Partnership Board needs to understand the impact of commissioned services, their outcomes and their effectiveness and challenge when needed.

The YJS Head of Service and Chair of the Partnership Board provide quarterly formal reports and updates in relation to performance and impact to a range of partnerships including Rochdale Safer Communities Partnership, Bury Safer Communities Partnership, Bury Safeguarding Children's Board, Rochdale Safeguarding Children's Board, Rochdale Corporate Parenting Board, Bury Corporate Parenting Board and Overview and Scrutiny Committees.

During 2022/2023 in addition to the National Standards for Children and quarterly reports from the YJS and Partners the YJ Partnership Board has considered the following themes and areas:

- YOI Wetherby updates
- Skill Mill
- Bury and Rochdale prevention offers
- Resettlement
- Transitions and Transition Protocol
- Health – Bury and Rochdale
- FTE's multi agency audit report and findings
- SALT GM YJS Annual Report
- Turnaround Programme
- Youth Justice Transformation Delivery Plan
- Victim Liaison/ Voice of the Victim & Restorative Justice
- Engagement and participation

Partnership Arrangements

Bury and Rochdale YJS is one combined board but works across the other nine boards within the GMCA and works collaboratively in the delivery of training and provision of services. Heads of Service from within GMCA meet on a monthly basis to ensure that strategic partnership arrangements remain strong. Heads of Service also oversee the Greater Manchester Transforming Youth Justice Action Plan which was reviewed in 22/23.

In addition to statutory partners from the Police, Health and National Probation Service, Bury and Rochdale YJS benefits from the wider involvement of voluntary organisations including:

- **Rochdale Connections Trust** – providing mentoring to children across Bury and Rochdale involved with the youth justice service
- **Remedi** - delivering mentoring and reparation services to children across Bury and Rochdale involved with the youth justice service
- **Early Break** – working with children and families affected by substance misuse issues across Bury and Rochdale involved with the youth justice service
- **Positive Steps (Rochdale)/ Connexions (Bury)** – working with school leavers to support with suitable EET destinations.
- **Skill Mill** – social enterprise which employs young ex offenders, working on environmental projects across the UK, working with children across Bury and Rochdale involved with the youth justice service

Within the YJS structure, there is a qualified speech and language therapist (Bury and Rochdale), a CAMHS practitioner (Rochdale only) and a dedicated Education, Training, Employment (ETE) Worker (Rochdale only). The ETE Worker has a key focus in ensuring that strong links are established and maintained with mainstream, specialist, alternative and further education providers. A service level agreement is in place to ensure information sharing, exception reporting and service planning is a shared approach which supports the work planning across the boroughs. This forum will also be used to ensure that services are equally available to children from both Bury and Rochdale.

Bury and Rochdale YJS is committed to working in partnership to ensure:

- Children are appropriately diverted from the YJS
- That offending by children is prevented and the use of custody is reduced
- The delivery of quality and effective services to children, parents/carers, victims and the community
- The improvement of practice and achievement of positive outcomes for children and young people
- That children are safeguarded and risk to the public is minimised and managed effectively
- That restorative justice, trauma-informed and child-first approaches underpin our practice
- The unnecessary criminalisation of cared for children and other disproportionality represented group is avoided where at all possible
- Improved Education, Training and Employment opportunities for children within the service
- Improved physical health and wellbeing for all children entering YJS
- That the service provides value for money.

Bury and Rochdale YJS invite partners to relevant meetings including MARMs, the weekly Joint Decision Making Panel (Out of Court Disposals), Resettlement Panels and other relevant professionals/ Team Around the Family meetings regarding children. In addition, YJS staff and Operational Managers attend relevant forums including the Chanel Panel, Strategy Meetings, Missing from Home Meetings, CIN, CP, C4C Reviews and MAPPA meetings as some examples.

The Head of Service and Practice Managers are linked into several strategic meetings as follows:

Strategic Partnership Meetings for Bury and Rochdale:

- Serious Youth Violence
- Adolescent Safeguarding
- Reducing Reoffending Group (Adults)
- SEND Partnership Board
- Corporate Parenting Board
- Community Safety Partnership
- Complex Safeguarding Partnership Group

Regional Meetings:

- GM YJ Strategic Managers Meeting
- GM Adolescent Safeguarding Strategic Group
- NW Head of Service Meetings (YJB)
- GM Out of Court Scrutiny Panel

4. Board Development

As set out in the Youth justice service governance and leadership Guidance, 2021 Management board members should consider the following in terms of their knowledge of the YJS and their role in its oversight:

- Does the YJS have a clear vision for the service and how it can deliver a high quality, personalised and responsive service to all children?
- Are the outcomes described in the standards for children in the youth justice system being achieved?
- Are there any gaps in knowledge about the YJS, how it operates and the needs of the children with whom it is working?
- How can the YJS partnership arrangements actively support effective service delivery? Are there any problems, which need to be addressed?
- Are there any resource issues, which may impact on service delivery?
- How can your individual role (as a management board member) be developed to enhance the effectiveness of the board? What training and support do you need?
- How satisfied are you that the YJS can demonstrate that it works effectively to support desistance and positive outcomes for children?

- Do you understand the characteristics of children coming into the local justice system, and any disparity in groups from the local population?
- Have any HMIP inspection findings, including thematic inspections, been addressed?

Management boards should also consider what they must do to ensure they understand the YJS and its roles, responsibilities and functioning. This includes:

- through management reports prepared for board meetings
- inviting different representatives from the YJS to talk about their work e.g. restorative approaches, reparation, trauma-informed practice, resettlement and transitions and other aspects of working with children
- inviting board members to meet informally with staff to explain their work
- case studies and presentations from children who have experienced the service
- use of data to understand the local cohort
- regular development days for board members

The Partnership Board ensures Bury and Rochdale Youth Justice Service can deliver effective youth justice services and improve outcomes for young people by:

- Providing clear performance oversight, challenge and direction and seek assurances in response to revised national standards;
- Challenge partners, including board attendance
- Receiving regular budget reports;
- Ensuring the service is adequately resourced;
- Providing clear governance and accountability;
- Reviewing the statutory partners' budget contribution to Bury and Rochdale Youth Justice;
- Ensuring links to the various partnerships external to Bury and Rochdale Youth Justice Service.

This is achieved by providing:

- Strategic oversight, challenge and direction;
- Support;

- Partnership working;
- Planning and resource;
- Voice of the young people and their families

A YJS Partnership Board Development session planned for April is being rearranged which will include child first and trauma-informed approaches and the Head of Service jointly with the Practice Managers are developing a YJS Partnership Board Induction which promotes the child first approach and sets out an overview of the YJS, roles and responsibilities of Board Members and HMIP inspection a self assessment of Domain 1 – Organisational Delivery.

5. Progress on Previous Plan 2022-2023

Bury and Rochdale Youth Justice Partnership set 9 Priorities for 2022/23 which were broken down into a detailed partnership action plan.

The priorities for the Youth Justice Partnership are detailed below with an update on progress and areas for development:

Priority 1 - Ensure our young people are children first and offenders second. The Voice of the Child and Family needs to be at the centre of the work that is carried out with our young people.

Bury and Rochdale YJS have worked hard to ensure that the voice of the child is a central theme through all our work from initial assessment to end of intervention. Supporting children and families to have a voice in their assessment, plan and intervention. Individual plans are developed with each child and interventions are tailored to meet their individual needs. The YJS have collaborated with Early Break Voice 2 Voice workers to gain feedback and promote children's inclusion in service development.

Outstanding actions/ Areas for development:

- Exploration of use of digital technology to gather children's views, gain feedback, encourage and support participation

- Further work is needed to embed the child's identity and diversity within the work of the YJS and our assessments
- Two staff members have been booked onto the Child First Effective Practice Award

Priority 2 – Organisational Structure and Partner Agency Responsibility including National Standards.

Performance has been monitored against the National Standards and has been reported to the YJ Partnership Board bi monthly via data reports, progress reports and overview reports from multi agency audits carried out in relation to First Time Entrants, Custody and Out of Court Disposals. The YJS has developed closer working links with the Youth Service and Complex Safeguarding across the two boroughs to improve communication and information sharing. Weekly meetings are held with both Bury and Rochdale Complex Safeguarding Teams and YJ workers regular attend mapping meetings to ensure co-ordinated delivery of identified strategies/ plans relating to children at risk of child criminal exploitation.

The YJS has worked with partners to engage with children and young people at the earliest opportunity to address concerns around anti-social behaviour and offending and the underlying factors. Prevention and Diversion work has developed with the ongoing support of the Early Intervention Prevention Grant, Serious Youth Violence and the introduction of the Turnaround Programme which aims to target children and their families at the earliest opportunity. This work will continue to be developed with the recruitment of a grade 8 project officer who will lead on these areas.

Outstanding actions/ Areas for development:

- Improved use of a re-offending live tracker tool still needs to be developed.
- Partner agency support in Bury for improved Education and CAMHs support directly linked to the YJS

Priority 3 - Ensure Cared for Children are not overrepresented in the Criminal Justice Service. The YJS presents feedback annually at both Corporate Parenting Boards. Practice manager has attended team meetings across Bury and Rochdale CSC/ EDT to ensure social workers understand the role and responsibilities of the YJS, the Youth Courts and the Secure Estate.

Outstanding actions/ Areas for development:

- Development of a psychology offer within the Rochdale C4C service, which will help us to develop an enhanced model of support and intervention - beginning June 2023
- Enhance the relationships between Community Police teams, Local authority Children's Homes and the YJS.
- Quarterly meetings between the Head of Service, Youth Justice and Head of Service, Cared for Children (Bury) to ensure that an enhanced model of support and intervention is available to Bury cared for children.

Priority 4 - Identify and intervene early with young people to address behaviours that could lead a young person into the Criminal Justice System.

Prevention offers from both Rochdale and Bury have been reviewed and revised and updates are regularly provided at the Youth Justice Partnership Board and the Youth Justice Operational Group. The Serious Youth Violence offer is being used to support prevention and diversion work with children through mentoring, collaboration with the Youth Service, Early Break, sports interventions and knife crime interventions.

The Harmful Sexual Behaviour Strategy has been updated and approved by the YJ Partnership Board improving the process and procedure across Bury and Rochdale. Rochdale has introduced a multi agency HSB Triage panel, sitting weekly to ensure children either as victims or perpetrators are getting the best multi-agency support in relation to safeguarding, intervention and rehabilitation.

The introduction of the Turnaround programme has also provided enhancement to the prevention offer available for both localities and will provide much needed support over the next 2 years.

Outstanding actions/ Areas for development:

- Recruitment of staff into the Turnaround Programme to deliver the programme.

Priority 5 - Ensure the work of the Youth Justice teams aligns with the work and processes of the education team and both Services work effectively together to meet the needs of young people within the criminal justice system.

Bury and Rochdale YJS have recognised the significant contribution of the speech and language therapist and have increased their hours to ensure that all identified children have the opportunity to be reviewed by the speech and language therapist to support their assessment and intervention. A full time CAMHs practitioner has been seconded into the YJS to support with children's emotional and mental well-being and provide support and consultation to staff to provide interventions that meet the child's needs, this is however only available to Rochdale children.

Rochdale has a dedicated education worker 2.5 days a week to ensure timely information sharing and access to education support. Bury has also appointed an education lead due to join in September 23 who will sit in the MASH but will be available to support on building stronger links with schools in response to children's vulnerabilities. Positive Steps (Rochdale) and Connexions (Bury) provide post 16 support to children involved in the YJS.

Outstanding actions/ Areas for development:

- Partner agency support in Bury for improved Education and CAMHs support directly linked to the YJS
- Better working relationships with SEND Teams needed to ensure young people's needs are identified, fully understood and met.
- Need to complete deep dive education sample audits twice a year to be able to monitor and evaluate the progress children and young people, actively engaging with YJS, are making.

Priority 6 - Promote the health and wellbeing of young people in the Youth Justice System. Every child/ young person open to the YJS has an initial health needs assessment by the YJS nurses.

A full time CAMHs practitioner has been seconded into the YJS to support with children's emotional and mental well being and provide support and consultation to staff to provide

interventions that meet the child's needs, this is however only available to Rochdale children.

Dedicated nurses for both Bury and Rochdale continue to provide health assessments and ongoing support to all children open to the YJS, this is reported on quarterly to the YJ Partnership Board. It is recognised that the Rochdale Nurse is part time and increased hours have been requested this has been refused by Pennine Care and options are being explored by the YJS.

Relationship between the YJS and Early Break continues to be strong ensuring a robust package of support in relation to substance misuse and mental health can be provided to children involved in the YJS.

Outstanding actions/ Areas for development:

- Partner agency support in Bury for improved CAMHs support directly linked to the YJS
- Rochdale nurse is part time and funding needs to be secured to increase hours to ensure that service is provided to all children

Priority 7 - Support young people transitioning between Children's and Adults Services.

The Bury and Rochdale YJS and Bury and Rochdale Probation Service reviewed and updated the Case Transfer Protocol 2022. This local protocol has been developed to specifically address custody cases subject to OMIC and also out of area transitions as they are not covered in the National Protocol for Transitions in England (2021) document.

YJS based Probation Officers and Transition Panel between YJS and Probation Service supports the transition arrangements to ensure that young people have a plan put in place to ensure effective transition, compliance with probation orders and reduce re-offending. There are a minimum of 3 transition meetings held, when the young person turns 17 and 9 months, following their 18th birthday and 6 weeks after transition. The 6 week post transition check with the young person provides the opportunity for the young person to share their experiences of transitioning to probation and provides compliance and

reoffending data that is used to identify improvements that can be made to the transition process to support better outcomes.

Outstanding actions/ Areas for development:

- Recruitment to current vacant 0.3 probation worker role into the YJS

Priority 8 - Understand Serious Youth Violence in Bury and Rochdale and what can be done to reduce harm to the public and manage the risk.

YJ Practice Manager (Rochdale) and Early Help Service Manager (Bury) have worked closely with the respective Community Safety Partnerships to support and contribute to the Serious Youth Violence and Violence Reduction Unit sub groups to better understand the nature of violence in Bury and Rochdale and ensure that the YJS is effectively engaged in prevention, intervention and policy development in relation to tackling/ preventing serious violence involving children. A Grade 8 Project Officer has now been recruited into post to work alongside the YJS and CSP to deliver prevention programmes including SYV.

Bury and Rochdale YJS have collaborated with the Youth Service to train staff in the use of VR for interventions including gangs, knife crime and violent crime. This intervention will initially be used for OOC and Court interventions but it is hoped that this offer can be widened to prevention and diversion through the use of Turnaround and EIPG funding.

Outstanding actions/ Areas for development:

- Rochdale Borough Safeguarding Children Partnership and Schools are currently reviewing the Knife and Weapons Protocol for Schools – YJ role in this will be to advise and details of the GM Knife Crime and Youth Violence Protocol for Education has been shared as a guidance document for Schools and PRUs.
- Bury has reviewed the knife and weapons protocol for schools, and has structures in place for schools to gain advice and access support and are now working on a substance misuse protocol for schools, co-producing with young people
- Bury and Rochdale have redeveloped pathways to identify young people in need of prevention support (including PPIED and Turnaround) and created data sharing protocols to ensure young people access appropriate support and information is

shared between 3rd sector partners and case holding professionals. This work is in its infancy and needs to be embedded however relationships have improved and relevant information is being shared to better inform plans and meet need.

- In Bury joint detached work is ongoing regularly with collaboration between TfGM, 3rd sector orgs, Youth services, GMP, and CST to provide a presence in all boroughs of Bury on set evenings to form relationships with young people, reduce community anxiety around young people, and create safe spaces. Where this work has longitudinal presence, it has seen a reduction in ASB and community complaints.

Priority 9 - Build our understanding of the specific problems faced by young people in Bury and Rochdale.

A local review of Court outcomes in relation to ethnicity and gender has been completed and an overview report prepared for the YJ Partnership Board and YJ Operational group. It is the responsibility for all members of the board to be aware of disproportionality issues within the boroughs and work being completed to address these issues across their respective services.

Outstanding actions/ Areas for development:

- Deeper understanding of the issues across the partnership and not just within the Youth Justice Service. Partner agencies to carry out their own reviews of disproportionality for the children they work with and report back to the board.

All outstanding actions/ areas for development will be incorporated into the Youth Justice Partnership Board Plan 2023-2024.

6. Resources and Services

At the time of writing this plan, the YJB Core Grant for 2023/24 has not yet been confirmed, however, an email received from the YJB on 20.05.22 confirmed an extra £300m of investment into the youth justice sector over the next 3 years. This plan has been based on receiving the same YJB Core Grant as in 22/23 and known funding from Bury Local Authority, Rochdale Local Authority and GMCA.

In addition to using the YJB Core Grant to support the delivery of the YJS Training Plan and developments around innovative practice and service development, any enhancement would be used to further improve services for children, families, victims and communities in Bury and Rochdale with a focus on prevention and diversion.

The funding provided to the YJS by all partners and grant-funding bodies is utilised to support the delivery of services to reduce or prevent young people from coming into the criminal justice system.

Youth Justice Budget 2023/2024:

The YJB provides a Youth Justice (YOT) Grant (England) separately to both Bury and Rochdale which form part of the Bury and Rochdale YJS pooled budget. For 2022/23 grant allocations were Bury £329,378 and Rochdale £593,437, both grants are ring-fenced to youth justice services. The entire Rochdale Grant is passported to the Youth Justice Service and Bury provide an agreed configuration currently set at £150,000 (See Appendix 2 for table).

Section 39 (1) of the Crime and Disorder Act 1998 requires the co-operation of the named statutory partners to form a YOT. Section 38 (1,2) identifies the statutory partners and places a duty on them to co-operate to secure youth justice services appropriate to their area. These statutory partners are:

- The Local Authority (this includes CSC and Education)
- The Police
- The National Probation Service (NPS)
- Health

Currently within Bury and Rochdale YJS there is a vacant Probation Worker post (0.3 FTE) and no dedicated education link for Bury. With the exception of these roles Bury and Rochdale YJS are fully compliant with these requirements. Providing dedicated staff with knowledge of their host agencies to the service helps to support the ethos of integration and supports multi-agency working.

The Probation Worker role to work alongside the seconded Probation Officer has been vacant since September 2022. The Head of Service has liaised with the Probation Service, given the small number of young people in the YJS cohort presently that require a transition to the PS, this is manageable with the Probation Officer overseeing any transitions however, as soon as a suitable candidate becomes available plans will be made to ensure the Secondment arrangement is fulfilled.

7. Performance and priorities

The Youth Justice Board and the YJS Partnership Board oversee performance of the service. The Head of Service produces a quarterly Performance Report to the Board with Quarter 4 providing end of year comparisons.

Managers meet weekly to review data and weekly priorities, in addition to weekly performance data, a YJS Profile is produced monthly to support managers in understanding the data within their teams and to support reporting for the bi monthly performance clinic chaired by the Head of Service to review performance data. The data in relation to Rochdale is managed through the Rochdale governance systems and data is also provided to Bury on a weekly and monthly basis to ensure this can be provided through Burys governance systems. A service level agreement is in place and monthly contractual meetings are now held to ensure analysis of the data and exceptions which support the development of the forward plan and agenda setting for the board. The template for reporting at the performance clinic has been reviewed in May 2023 and will be amended to take into account the introduction of the new KPI's alongside the existing 3 national KPI's already in place. The new template will be reviewed and revised as the reporting year progresses and the new case management recording system is implemented. This report is available to both Rochdale and Bury children's services quality assurance meetings.

The Head of Service presents key highlights from performance data to the Children's Social Care Senior Management Team Performance Clinic on a quarterly basis and attends the equivalent meeting in Bury quarterly .

Going forward the Head of Service/ Practice Managers will be presenting a summary of key findings and quarterly report to the whole service across Rochdale and at a children's event for Bury to ensure that all staff are aware of local trends and priorities.

NATIONAL KEY PERFORMANCE INDICATORS

The below provides an overview of Bury and Rochdale YJS performance against the 3 National Key Performance Indicators.

5-year performance data against the existing 3 National Key Performance Indicators:

Reporting Period	First Time Entrants	Reoffending Rate	Custodial Sentences
April 16 – March 17	97 PNC data: 209 (rate per 100,000 of 10-17 population)	43.6% No in cohort 218 Reoffenders 95 No of offences 387	17
April 17 – March 18	70 PNC data: 214 (rate per 100,000 of 10-17 population)	39.3% No in cohort 168 Reoffenders 66 No of offences 281	21
April 18 - March 19	97 PNC data: 231 (rate per 100,000 of 10-17 population)	36.0% No in cohort 186 Reoffenders 67 No of offences 272	19
April 19 - March 20	84 PNC data: 201 (rate per 100,000 of 10-17 population)	29.3% No in cohort 147 Reoffenders 43 No of offences 155	12
April 20 – March 21	67	29.3%	4

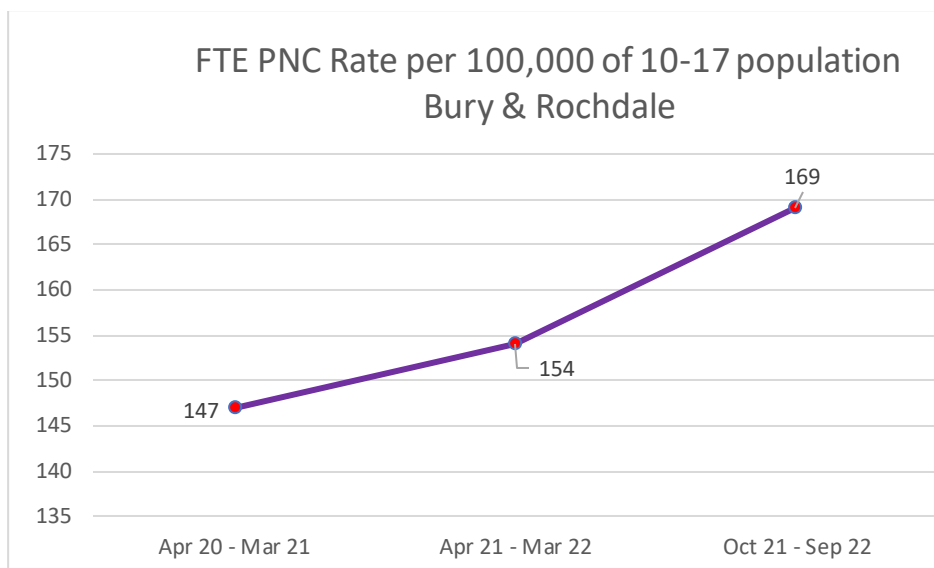
	PNC data: 147 (rate per 100,000 of 10-17 population)	No in cohort 113 Reoffenders 36 No of offences 141
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First Time Entrants (FTE's):

The tables show First Time Entrants (FTE) rates for the last 3 reporting periods and numbers behind the most recent figures. First Time Entrants are young people who receive a youth caution or court conviction for the first time within the period. The data for this indicator comes from the Police National Computer and is published by the MoJ. The data is shown in rolling full-years for the 12 months to March, July, September, and December of each year.

FTE PNC Rate per 100,000 of 10-17 population	Bury & Rochdale	North West	Greater Manchester	YOT Family	England
Oct 21 - Sep 22	169	151	180	151	148
Apr 21 - Mar 22	154	139	171	148	143
Apr 20 - Mar 21	147	140	150	163	159

Between October 2021 - September 2022, the rate of FTEs per 100,000 10-17 years population across Bury and Rochdale was 169, whilst this is lower than the 2019/20 figure of 201 per 100,000 it is higher than the 2020/21 figure of 147 per 100,000. Our current figure is slightly higher than the national average rate of 148. The Bury and Rochdale rate is also higher than the North West average at 151, but less than the GM rate of 180. Our lowest figure of 147 was during the global pandemic and our current rate of 169 is significantly lower than the pre-pandemic rate of 224 which would indicate that whilst FTE's have increased since we came out of lockdown, the pre-pandemic work completed on OOC'D's remains' effective. Not becoming a first time entrant means a child not having a criminal record that can hamper their future life chances.



FTEs will continue to be a key priority for Bury and Rochdale YJS with a vision to bring this below the England and Wales and YOT Family averages.

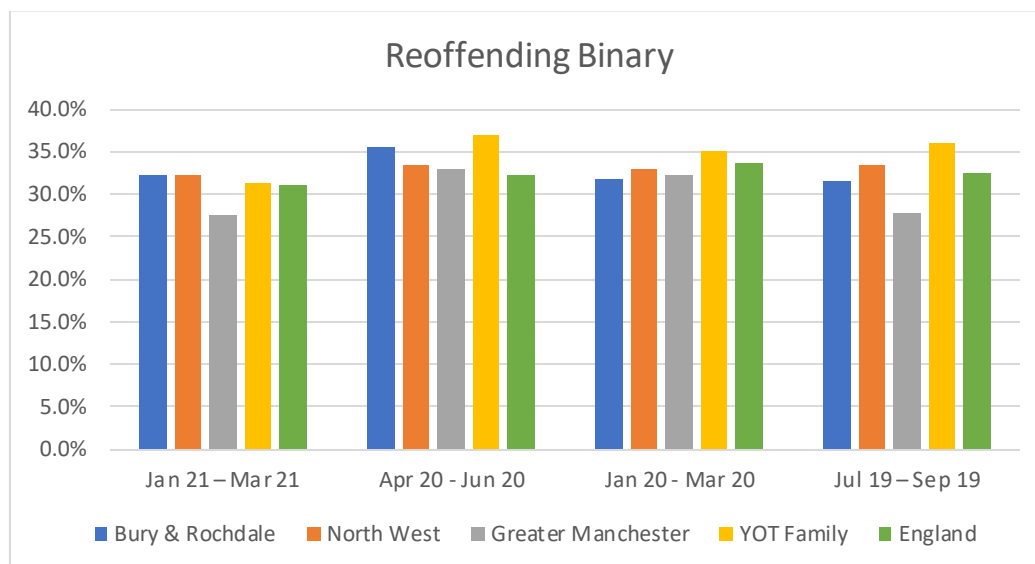
Youth Re-Offending:

The tables show reoffending rates for the last 4 available quarters. The data for this indicator comes from the Police National Computer and is published by the Ministry of Justice. Reoffending rates for the Jan 21 to Mar 21 cohort are the latest currently available. Each cohort consists of all young people who received a pre-court or court disposal or were released from custody during a 3-month period and were then tracked for reoffending over the following 12-months.

Reoffending Binary	Bury & Rochdale	North West	Greater Manchester	YOT Family	England
Jan 21 – Mar 21	32.3%	32.2%	27.5%	31.3%	31.0%
Apr 20 – Jun 20	35.7%	33.5%	33.0%	37.1%	32.3%
Jan 20 – Mar 20	31.8%	33.0%	32.4%	35.2%	33.8%
Jul 19 – Sep 19	31.7%	33.5%	27.8%	36.0%	32.6%

Ministry of Justice (MoJ) data (Jan 21 – Mar 21) shows a re-offending rate of 32.3% which is a 0.5% increase compared to the previous year (Jan 20-Mar 20) which was 31.8%. This is now higher than the national average rate of 31.0% and slightly higher than the North

West average rate of 32.2%. Given the consistently changing size of the cohort of young people entering the youth justice system, the reoffending figure can vary considerably when compared to previous years.



The binary rate of reoffending in the national data has decreased in the last reporting quarter and is slightly higher than the NW, GM and England averages and the YOT family.

It is a priority for Bury and Rochdale YJS to reduce the reoffending rate and return to being below the England and Wales and YOT Family averages.

Use of Custody

The tables show custodial rates for the last 4 quarters. Custody rates use case level data from the YJ Application Framework and is the number of custodial sentences in the period given to young people with a local residence aged under 18 years on the date of their first hearing related to the outcome. If a young person was given the same type of custodial sentence on the same day to be served concurrently or consecutively, they will only be counted once.

Custody rate per 1,000 per 10-17 population. Good performance is low percentage	Bury & Rochdale	North West	Greater Manchester	YOT Family	England
Jan 22 - Dec 22	0.20	0.16	0.18	0.12	0.11
Jul 21 - Jun 22	0.24	0.16	0.24	0.14	0.14
Apr 21 - Mar 22	0.21	0.15	0.20	0.13	0.12
Jan 21 – Dec 21	0.19	0.12	0.16	0.11	0.12

The Bury and Rochdale YJS performance has decreased slightly compared to July 21 to June 22 with a rate per 1,000 10-17 years of 0.20 during January 2022 - December 2022. This is higher than the National, North West and GM averages with rates of 0.11, 0.16 and 0.18 respectively. On each occasion that a young person is sentenced to custody, the work of Bury and Rochdale YJS is reviewed to ensure all appropriate work was undertaken to offer robust community alternatives and to develop learning.

A recent thematic audit into Custody was completed to review the quality of practice on custody cases and the care and support being received by our children and young people in custody. This report is due to be presented to the YJ Partnership Board in June 2023 and an action plan will be presented to the YJ Operational Group and incorporated into the YJ Partnership Plan 2023-2024.

NEW KEY PERFORMANCE INDICATORS

It is a requirement of the service to report on the following new key performance indicators from April 2023, with the first submission due July 2023. Whilst the new case management system is not yet in place to support with this plans are underway to ensure that reporting can begin as planned. At present a number of the new key performance indicators are readily available via the AssetPlus assessment already completed for Court cases, the data is not as readily available for OOC interventions and prevention cases but systems are being developed for the YJS and partner agencies to manually collate the data until the new case management system is in place. Data currently available is detailed below.

Suitable accommodation – for the year 2022-2023 accommodation for all young people leaving custody was recorded at the end of their intervention. The graph below shows that consistently over 96% of children leaving custody have been in suitable accommodation when their intervention with the YJS ends. Going forward this will be reported on for all children involved with the YJS.

% YP within YJS in Suitable Accom at the end of the intervention	Outcome	2021/22 DATA
Q4 2022 -23	96.4%	91.7%
Q3 2022 -23	96.0%	100%
Q2 2022 -23	100.0%	100%
Q1 2022 -23	100.0%	91.3%

Education, training and employment – Page 42 of this report sets out yearly data for ETE/ NEET/ EHCP and SEND and improvements required, particularly for Bury children to ensure that all children open to the YJS are supported to access appropriate education opportunities and support. Quarterly data is already provided to the YJ Partnership board by Positive Steps (Rochdale) and Connexions (Bury) in relation to our post 16 children.

Special educational needs and disabilities/additional learning needs – As above EHCP/ SEND are discussed elsewhere in this report and data is provided. Bury and Rochdale YJS has the support of a SLT and have recognised the significant contribution of the speech and language therapist and have increased their hours to ensure that all identified children have the opportunity to be reviewed by the speech and language therapist to support their assessment and intervention.

Mental health care and emotional wellbeing - A full time CAMHs practitioner has been seconded into the YJS to support with children's emotional and mental well being and provide support and consultation to staff to provide interventions that meet the child's needs, this is however only available to Rochdale children. Work is still required with Bury

to ensure that children in Bury open to the YJS are able to access mental health care in a timely manner that supports their YJ intervention.

Substance misuse – Bury and Rochdale YJS work closely with Early Break who are based in both areas and provide substance misuse and low level mental health support to children open to the YJS. Quarterly data is already provided to the YJ Partnership board by Early break in relation to:

- Number of YOT referrals into service
- Number of YOT referrals into Tier 2 and Tier 3 treatment during quarter
- 65% of cases to be closed as successful completions. Across Tier 2 ad Tier 3 treatment.
- Number of Crime Prevention Referrals into service
- Number of Crime Prevention
- Referrals In Tier 2 and Tier 3 treatment during quarter

Practice managers for the YJS are meeting regularly with Early Break to information available meets the requirements of the new key performance indicator.

Out-of-court disposals – This report details the number of OOC interventions being offered and these are reported to the YJ Partnership Board on a quarterly basis.

Management board attendance – Attendance is monitored and recorded by the YJ Partnership Board minute taker. The Chair of the board, The Director of Children’s Services (Bury) is proactive in monitoring senior partner representation at the YJ Partnership boards, and partners contribute data from their individual services.

Wider services – Data in relation to cared for children involved with the youth justice service is reported on at each YJ Partnership Board. Data in relation to CSC status for all interventions within the YJS is detailed at page 39.

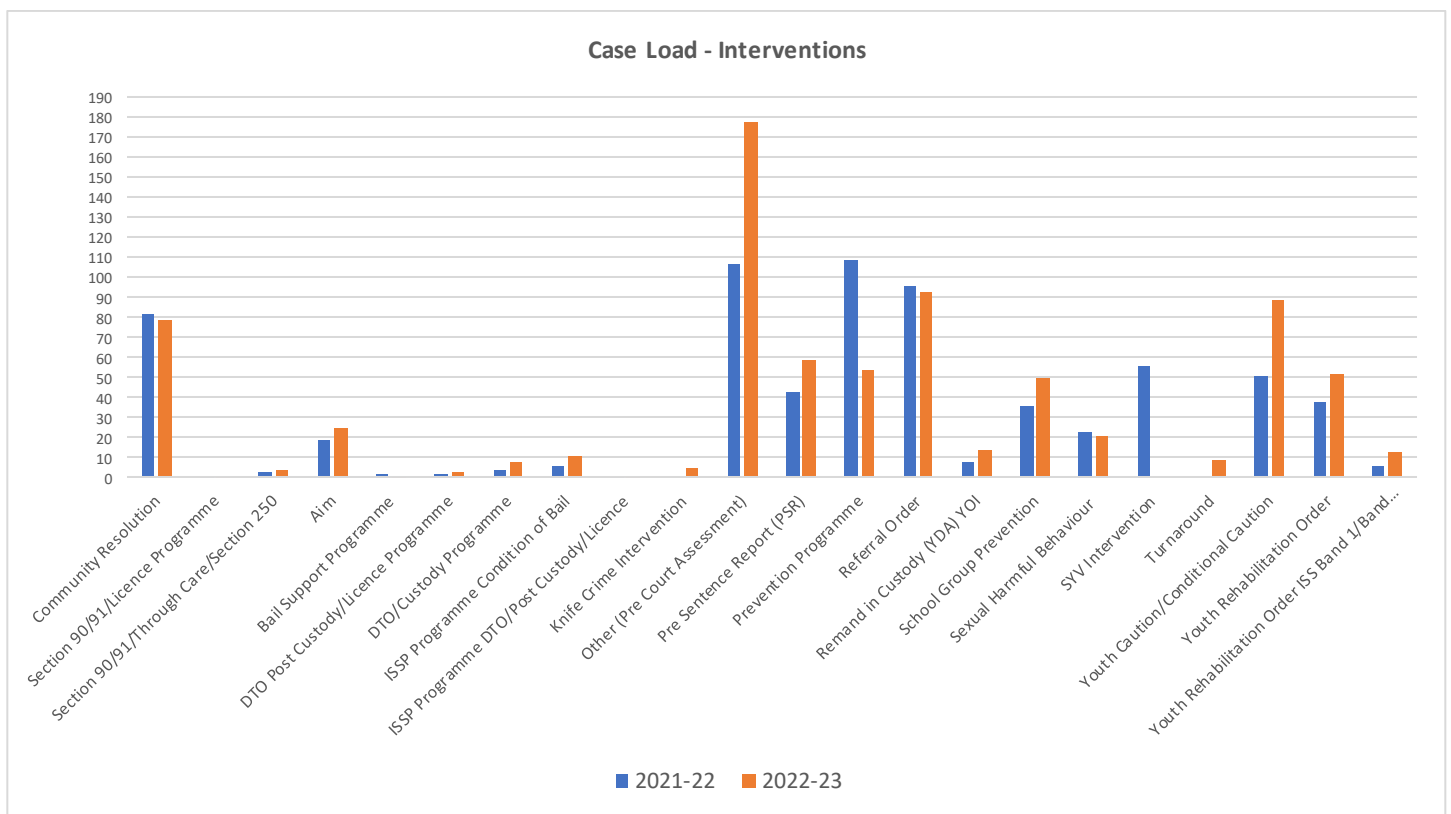
Serious violence – The rates of children convicted for a serious violent offence are detailed at page 33 and are reported to the YJ Partnership board on a quarterly basis.

Victims – Page 28 sets out the percentage of victims who consent to be contacted by the YJS, and of those, the percentage of victims who are engaged with about restorative justice opportunities, asked their view prior to out-of-court disposal decision-making and planning for statutory court orders, provided information about the progress of the child’s case (when requested) and provided with information on appropriate services that support victims (when requested).

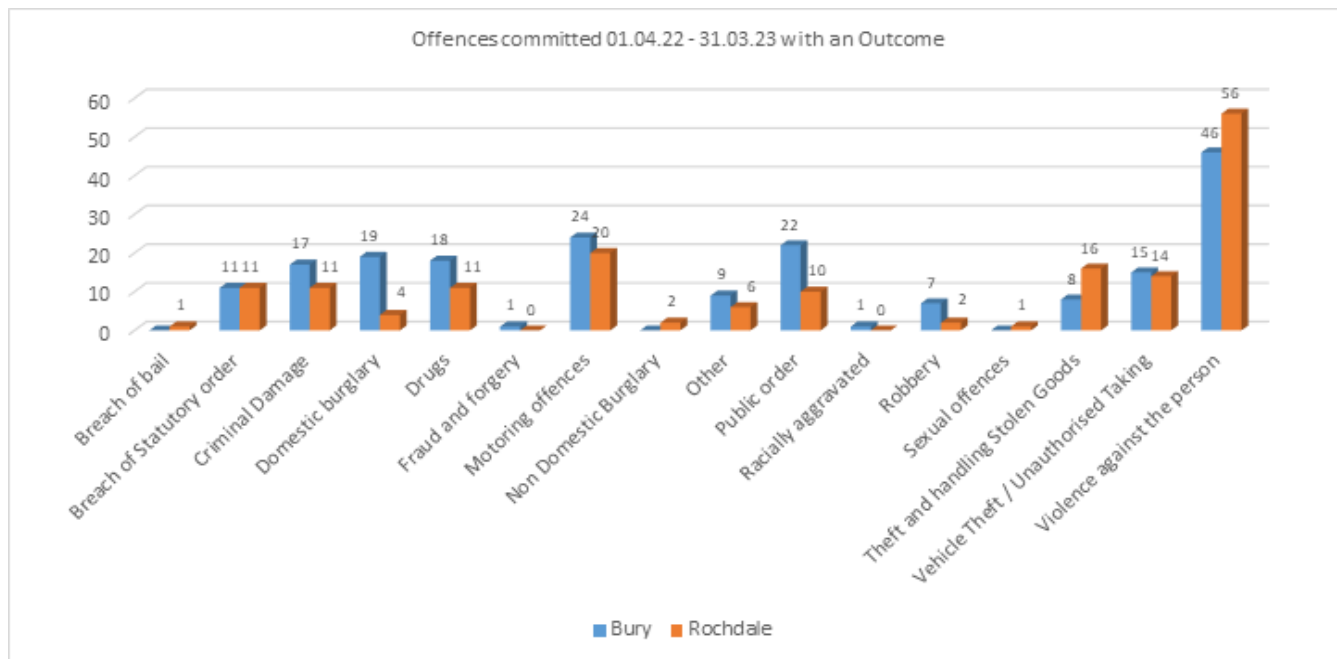
LOCAL PERFORMANCE

Case Profiles April 2022 – March 2023

The graph below provides an overview of all interventions by type delivered between 01.04.2022 and 31.03.2023. The graph also shows interventions delivered for the previous year April 2021 – March 2022 for comparison.



Interventions by linked main offence



The most commonly committed main offences are Violence against the person following by motoring offences. The priority going forward will be to look more closely at the violence against the person offences to see if these involve weapons.

An action to ensure data related to weapons is more easily recorded will be included in the YJ Partnership Action Plan 2023/ 2024.

Out of Court Disposals

Overall the number of Out of Court (OOC) interventions has increased from 133 to 168 this year when compared to the previous year evidencing an increase of 20%. The number of Community Resolutions (CR) remains similar with 82 last year and 79 this year. However the number of Youth Cautions (YC) and Youth Conditional Cautions (YCC) has increased significantly from 51 to 89.

There are a number of factors that we are looking at to better understand the increase in OOC which include:

- Increase in arrest rates across GMP

- Highest offence rates are violence against the person within the age range 16/17, this has included an increase in knife crime and the starting point for those offences for over 16's is YCC
- Review and refresh of the Joint Decision Making Panel and the Gravity Matrix – increasing understanding and awareness of outcomes

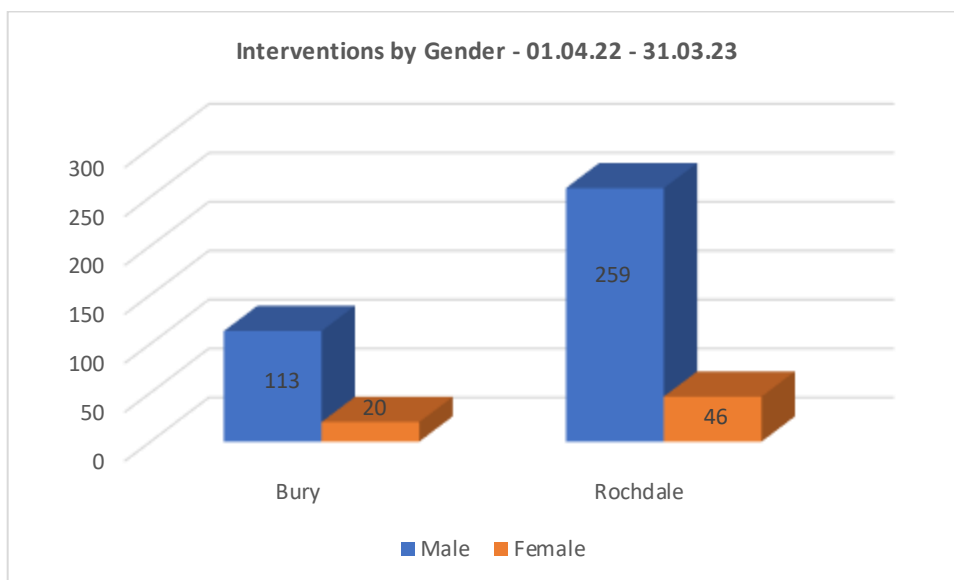
An action to review our OOC outcomes will be included in the YJ Partnership Action Plan 2023/ 2024.

Court and Custody

Overall the number of court disposals has increased from 140 to 158 evidencing an increase of 11%. In addition the number of children remanded or receiving custodial sentences has also increased from 18 (10 in custody, 8 remanded) in 2021/2022 to 30 (16 in custody, 14 remanded) in 2022/2023.

8. Priorities

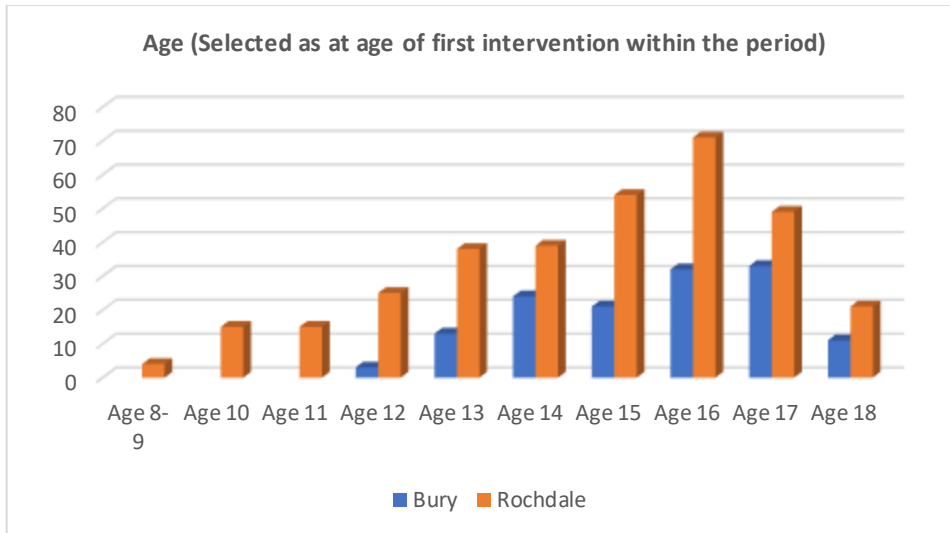
Interventions by Gender



The above graph represents interventions provided by gender, a child can have more than one open intervention at a time. Rochdale's figure includes prevention and diversion cases. Of the 438 interventions provided in 2022/2023 66 were provided to females, representing approximately 15% of the overall YJ cohort.

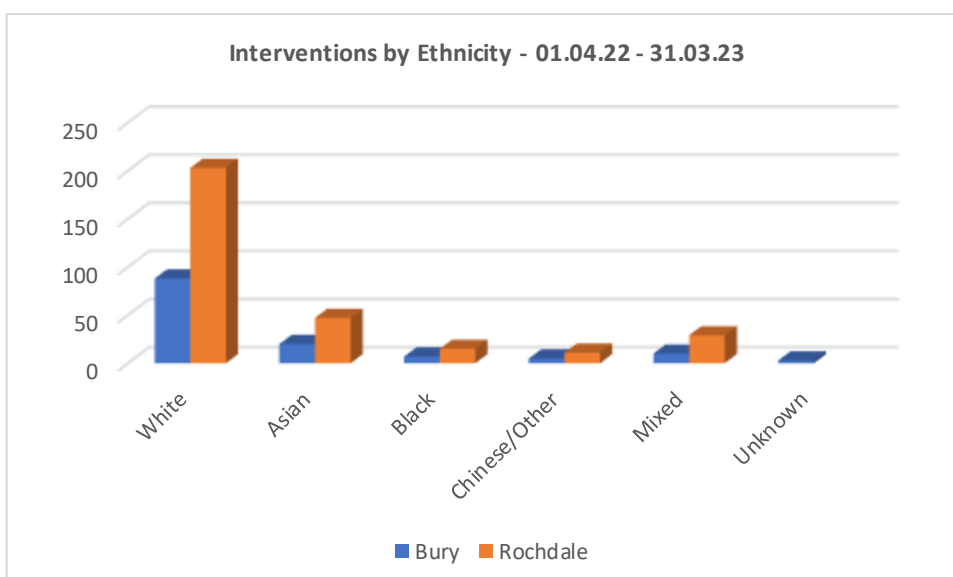
Bury and Rochdale YJS has a number of female workers and the management team and staff have devised, adapted and developed a range of interventions and resources with children to ensure that they give consideration to different needs including gender.

Interventions by Age



Most children open to the YJS are aged between 13 – 17 with the majority of the children in the Court cohort aged 15 and 16. This is very much reflective of previous data and the National picture in terms of more children within the Court cohort being on the older side of youth justice age range.

Interventions by Ethnicity

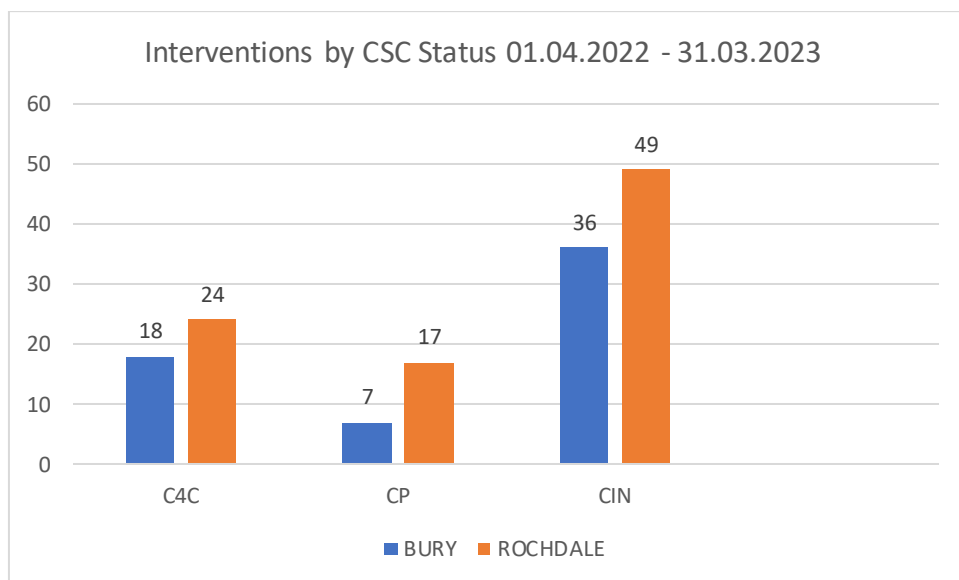


Our data tells us that on average just under one-third (32%) of the children open to Bury and Rochdale YJS are from an ethnic minority background. When considering the general population of Bury and Rochdale which is just over 78% White British (so 22% other/non-White British), children and young people from the BAME community are disproportionately represented in the Youth Justice System.

It is also of note that more children from the BAME community are within the Court cohort suggesting that children from an ethnic minority background maybe subject to more punitive approaches and outcomes by the Police, Crown Prosecution Service and Courts. It is particularly important that agencies pay attention to the Lammy Review (2017) and Understanding Racial Disparity (YJB, 2021) which have both previously been shared with partners across Bury and Rochdale via the YJS Partnership Board.

Bury and Rochdale YJS are developing a ‘Diversity Policy’ to provide further detail on how we address diverse needs (including ethnicity) to address disproportionality.

Interventions by CSC Status



Paying particular attention to cared for children (C4C), the YJS are keen to ensure that they are not over-represented in the youth justice system. Over the past year, cared for children have represented 6% of all interventions within the YJS.

The YJS have Joint Working Protocols in place with the relevant services across the wider CSC Department and this ensures that the joint working of cases is effective. The YJS Practice Managers are also present in relevant forums and likewise partners are invited to YJS meetings such as MARMMS to ensure that plans are coordinated.

Nevertheless, given cared for children only make up 2% of the 10 – 17 population in Bury and Rochdale, there is clear evidence that they are over-represented within the YJS cohort. This needs addressing and the YJS is keen to consider how it can further reduce the unnecessary criminalisation of cared for children through contribution towards the Corporate Parenting Strategy and by identifying a cared for children champion in the team.

The over-representation of cared for children will remain as an action on the YJ Partnership Board Action Plan 2023/2024.

Prevention and Diversion – including AIM/ SHB

Rochdale

The number of children being referred for prevention and diversion has reduced in 2022/2023 from 151 to 100. However, we have seen an increase in school group prevention work from 36 to 50 and an increase in welfare AIM assessments, interventions and SHB work overall.

The reason for the decrease will be explored further within the YJ Partnership Action Plan 2023/ 2024.

The Rochdale YJS prevention offer has been refreshed which has included increased schools work, positive activity fund and mentoring provision. Early intervention/ prevention continues to be delivered by YJS for Rochdale children as part of the Think Early and Serious Youth Violence Plan (which is governed by the Community Safety Partnership). Group work delivery in schools has fully resumed. The YJS rolling programme has resumed and includes sessions for prevention/ OOC cases.

The 2022/23 Serious Youth Violence Action Plans for Bury and Rochdale developed via GMCA funding (£300k per borough) contributed to an improved partnership prevention

offer. A further £150k per borough has been allocated for 2023/24 plans, which is funding interventions that will be delivered via a range of statutory and voluntary agencies, as part of a 'public health' response to youth violence. These plans are subject to quarterly performance reporting to monitor delivery reach and impact.

Increased use of sessional staff to support with Early Intervention and preventative work including prevention in schools work. A particular focus will be in preventing serious youth violence, including weapon possession and anti-social behaviour.

The introduction of the Ministry of Justice Turnaround Programme will see Rochdale work with an additional 51 children during 2023/2024 under this programme.

Rochdale has been provided with PPIED as part of GMP's roll out of PPIED across GM. This is in its infancy and no data is yet available. Pathways are being developed to ensure that this model is effective in identifying children at risk of entering the youth justice arena and ensuring that an appropriate intervention can be provided.

Bury

A strategic partnership group meets quarterly to review agreed actions. The group supports the commissioning approach for any new grant monies which we link into our prevention agenda.

We have also moved our three prevention officers into our youth service as part of our vision to build a stronger adolescent offer. We take a whole family approach to any offer and will support through a team around plan.

The current prevention Action Plan includes different strands that include our strategic approach alongside our direct prevention offer carried out by the Bury YJ prevention workers;

- strategic approaches
- training
- awareness raising
- Wider Prevention

- targeted support/direct work

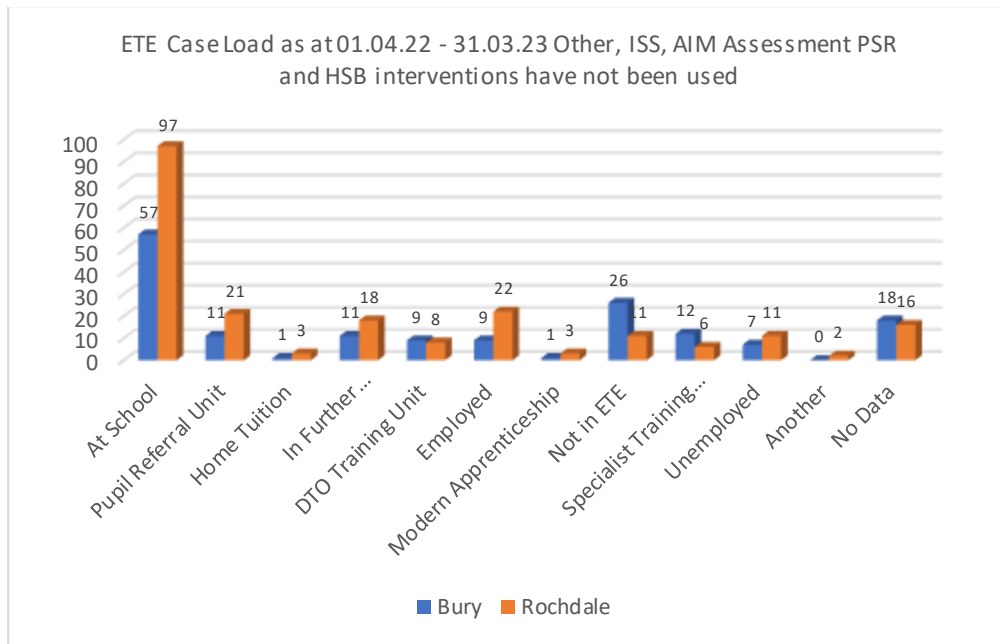
Related Action plans are based on shared data and follow a model of consultation and co-production. Some of the work this year includes

- A specific piece of consultation around approaches to reduce knife crime carried out with over 1000 responses from young people.
- L3 trauma training delivered to school staff and internal council staff.
- ACES training rolled out to partners and foster carers
- Direct work with parents identifying themes and approaches to support young people
- Increase in the youth offer across Bury through a 5 week training course for third sector partners
- Bsafe agenda delivered a cross schools now includes knife crime to raise awareness and response
- Over the last year 1100 children have been supported to access positive diversionary activity
- 102 young people have received weekly mentoring to prevent and an additional 27 children received support in relation to diversionary work and were supported back into school.

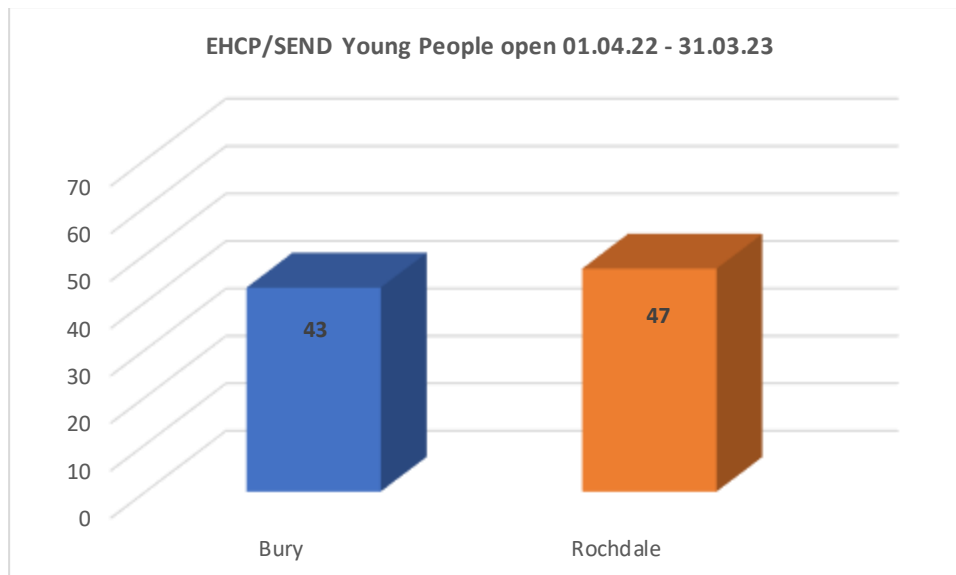
With the introduction of the Turnaround project (Dec 22) all young people are now referred through to the MASH where they are triaged and referred through to the prevention team.

Education, Training, and Employment (ETE)

Bury and Rochdale Youth Justice Partnership are committed to working with partner agencies to ensure that all our children and young people have opportunities to succeed in ETE and this is not hindered by their offending behaviour.



The above graph shows the ETE destinations of all children in 2022/ 2023 at the time that their intervention ended. 76% of young people involved in Youth Justice were engaged in suitable ETE at the end of their intervention, this is a significant increase on the 2022/2023 figure of 59.25%.



Of all our children open to YJS almost a quarter are identified as having an EHC or SEN. There is still work to be done in ensuring that our education data is correct and as identified elsewhere in this report a dedicated education link for Bury children to ensure information

is correct and children are supported into ETE is a priority. The new education lead in MASH will support this work and will be included in the YJ Partnership Board Action Plan 2023/2024.

Restorative approaches and victims

Bury and Rochdale YJS place a significant importance on restorative justice (RJ) and victim liaison as one of its underpinning approaches and priorities. Within the YJS structure there are 1.5 FTE dedicated Victim Liaison Officers (VLO) who oversees all aspects of victim contact and RJ.

The Referral Co-Ordinator is also responsible for overseeing reparation and sessional workers are also utilised to support with this during evenings and weekends.

Bury and Rochdale YJS recognise the importance of capturing the victim's views and wishes. In Pre court cases all victims contacted and are involved in the decision making of the outcome for the young person. As part of the RJ process they also get involved in setting areas to be included in the Intervention plan. Victims are notified at the end of the process to advise the outcome and conclusion. In Post court cases VLOs keep victims informed about key stages or events in the offenders' sentence if received a custodial sentence e.g. change of Prison location, ROTL (Release on Temporary License), impending release or input on early releases, license conditions and possible location after release. The VLO Can provide updates throughout as requested to the victim and the voice of the victim is used within initial panel meeting reports and pre sentence reports, from feedback given to both the Police and the VLO's. Both pre and post court offer all Restorative Justice (RJ) options.

In 2022/2023 pre-court 125 victims were contacted by the VLO's and received 100% response from victims. For post court 288 victims were contacted with a 61% response rate. Where the VLO's have not been able to successfully gain contact with victims post court due to phone number changes, wrong information, change of address or just no response they will use the victim impact statement from within the CPS documents to inform assessment, plans and interventions.

Challenges faced by the VLO's include, VLO working on pre court is only 0.5. Time in sentencing on post court cases often results in victims being past the stage of wanting to engage resulting in lower response rates to pre-court cases. Finding the balance between our contact helping the victim without re-victimising the victim.

Challenges will be included in the YJ Partnership Board Action Plan 2023/2024.

Serious Violence and Exploitation

Safeguarding of children and young people is integral to the work of the Youth Justice and evidenced in assessments, programmes and interventions. Strong links are in place with our Bury and Rochdale Partners, particularly Children's Social Care (CSC) and Bury and Rochdale Complex Safeguarding Teams.

At a strategic level the Youth Justice Management Team are represented on Bury and Rochdale Safeguarding Children's Partnership arrangements and the associated safeguarding sub-groups where they make an active contribution. At a GM level, protocols are in place across authorities regarding the movement, transfer, and caretaking of cases within the youth justice system and Bury and Rochdale Youth Justice are part of the GM Training Partnership, which ensures safeguarding is embedded within its training programmes.

Partnership information sharing protocols/ agreements are in-place and ensure holistic assessment, intervention and outcomes for young people who offend. Staff have access to a range of case management systems/databases in Bury and Rochdale Youth Justice Service, including:

- All Police intelligence systems including PNC and IOPS (Police);
- SystemOne (Health) and all other health databases relevant to the home agency of the staff within Bury and Rochdale ;
- Liquid Logic (Rochdale Safeguarding/ Children's social care);
- Liquid Logic (Bury Safeguarding/ Children's social care);
- Capita ONE (Education);
- Integrated Youth Support System (Youth Justice case management system).

The range of case management systems/ databases in the YJS allows staff and secondees to access critical, real time information regarding the young person/ family to support management of risk and vulnerability. This ensures holistic assessment and information sharing to improve outcomes for young people in the Youth Justice System.

SYV offence breakdown

The Serious Youth Violence (SYV) data has shown a slight increase in the number of SYV offences for this latest reporting period compared to the same time last year. SYV offences make up a lesser proportion of offences now committed by young people, however overall caseloads across the youth justice service have increased, which highlights the greater complexity of the current YJ caseload. At the end of April 2023 there had been 27 SYV offences, this is an increase of 1 on the same time the previous year. The rate of SYV per 10,000 of the general 10-17 population was 6% an increase of 0.2% on the previous year. This equated to 5% of all offences committed by children being SYV offences, a decrease of 2% on the previous year.

From April 2022 – March 2023 27 serious youth violence offences (scoring 5 or more) were committed by 19 children from Bury and Rochdale YOT (16 offences were Bury children, 11 offences were Rochdale children). Offences included robbery, Section 18 wounding with intent, Possess knife blade, possess an offensive weapon in a public place, possession of an imitation firearm with intent to cause fear of violence and false imprisonment. 2 children received custodial sentences for 7 offences, 4 children received Detention and Training Orders for 5 offences and 13 children received Youth Rehabilitation or Referral Orders for 15 offences.

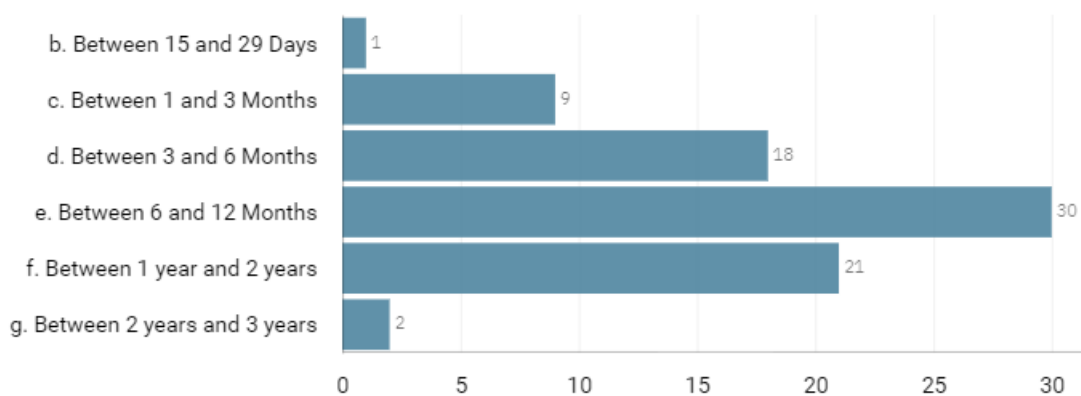
24 offences were committed by males and 3 offences were committed by females. 6 of the 19 children were under the age of 16 at the time of conviction. The youngest child was 14 years and 8 months. Ten of the children were recorded as being of white British ethnicity, the remaining nine children were of Arab, Pakistani, Asian (UK) and Bangladeshi ethnicity. Resulting in 47% of those convicted for serious youth violence being of black, Asian, mixed or other heritage.

Release under Investigation

Bury

In May 2023, 81 young people were Released Under Investigation. This is an improvement on May 2022 where the figure was 124. The table below shows that 37% have been RUI for between 6 and 12 months and 22% are between 6 and 12 months. Significantly though a quarter have been RUI for between 1 and 2 years.

UI's Custody Record Open Duration

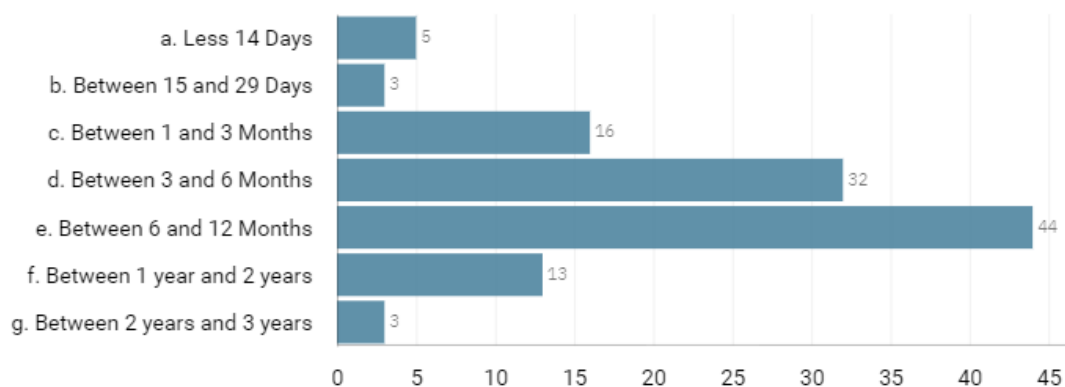


Rochdale

In May 2023, 116 young people were Released Under Investigation. This is an increase on May 2022 where the figure was 95.

The table below shows that 37% have been RUI for between 6 and 12 months and 13% are between 6 and 12 months. 11% have been RUI for between 1 and 2 years.

UI's Custody Record Open Duration



A number of these investigations relate to serious violence and have been ongoing for over 2 years. Work needs to be completed across the partnership in relation to children subject to RUI to ensure that the partnership has a good understanding of those released under investigation and to ensure that appropriate preventative support can be offered to children and their families. Children released under investigation can now be considered for the Turnaround Programme.

Detention in police custody

From April 2022 to March 2023 16 children from Bury and Rochdale were detained overnight in police custody. Despite a 'safe' bed run by De Paul and commissioned by the 10 GM local authorities being available and a 'secure' bed being an option, when available at Barton Moss Secure Unit, no children were transferred to these provisions and were instead detained at police stations overnight until presented at court the following morning.

A monthly report is received by GMP in relation to all children held in custody and this is shared with Heads of Service across the 10 GM YJS. The relevant information is shared with EDT teams to try and understand why transfer to the Safe or Secure provision are not being used. A number of issues have arisen from these discussions including, time of arrest, time of LA being notified of arrest, availability of the provisions, police rationale for requiring Safe or Secure accommodation as opposed to family or foster care.

Detaining children in police custody poses several challenges in the context of youth justice. These challenges are related to ensuring the welfare and rights of children while complying

with the provisions of the Police and Criminal Evidence Act 1984 (PACE). Some key challenges and considerations:

1. **Safeguarding and welfare:** When detaining children, the primary concern is their safety and well-being. They may be vulnerable and require special attention to their physical and mental health needs. Maintaining a safe and supportive environment is crucial, including providing appropriate supervision, access to healthcare, and ensuring their basic needs are met. It is evident from the monthly report that not all children are being referred for Liaison and Diversion and too many are remaining in police stations overnight.
2. **Age-appropriate treatment:** Children have specific developmental needs that should be considered during their time in custody. It is important to provide them with age-appropriate information, communication, and understanding of their rights, procedures, and any charges or allegations. Efforts should be made to minimize the stress and trauma associated with custody, considering the child's emotional and cognitive capacity.
3. **Legal rights and entitlements:** PACE sets out the rights and entitlements of individuals held in police custody, including children. It is essential to ensure that these rights are fully respected and implemented for young detainees. This includes the right to legal representation, the right to have a parent or guardian informed and present, and the right to be treated fairly and with respect throughout the process.
4. **Support and communication:** Children in police custody may require additional support and advocacy to effectively communicate their needs and understand the proceedings. Police officers should receive specialized training on working with children, including communication techniques that facilitate understanding and encourage participation.
5. **Length of detention:** PACE provides guidance on the permissible duration of detention without charge, emphasizing the need for timely decision-making. It is important to avoid unnecessary and prolonged periods of detention for children, as it can be detrimental to their well-being and development. Consideration should be given to

alternatives to custody, such as diversionary programs or community-based interventions, wherever appropriate.

In addressing detention in police custody multi-agency collaboration between various agencies, including the police, social services, legal professionals, and youth support services is essential. Addressing the challenges of youth justice in police custody requires collaboration. Effective coordination and information sharing among these agencies helps ensure that the child's needs are adequately addressed and that appropriate interventions are in place.

Regular monitoring and oversight mechanisms are essential to ensure compliance with PACE and safeguard the rights of children in police custody. The Head of Service has attended the EDT team meeting to discuss children detained in police custody, recording and use of Safe/ Secure provision and is meeting monthly with the managers of Bury and Rochdale EDT to look at children who have been detained and understand the circumstances, the length of detention, whether the right agencies were informed and whether safe/ secure provisions were considered and utilised appropriately.

The challenges associated with youth justice in police custody require a child-centered approach, where the welfare, rights, and best interests of the child are at the forefront of decision-making. Striking a balance between compliance with PACE and the unique needs of children is crucial to ensure fair treatment and positive outcomes for young detainees.

Remands

Between April 2022 – March 2023 there were 456 remand bed nights for Bury and Rochdale. This is an 18% decrease on the previous year. There has been a reduction in both the number of young people being remanded to youth detention accommodation and the number of episodes when compared to the previous year. Bury and Rochdale YJS will proactively offer suitable bail packages, including ISS bail, wherever appropriate.

Use of custody

In the period April 22 – March 23 Bury and Rochdale had 14 remands across both boroughs up 6 from the previous year. A custody thematic audit has been recently completed and is due to be presented at the next YJ Partnership Board. Whilst a number of strengths were identified which included:

- In all cases the YOS sent relevant post court information to the secure estate in a timely fashion.
- Initial Planning Meetings in custody were timely and the YOS were always in attendance. A parent/carer also attended. The majority of review meetings were also timely.
- There were positive examples of YOS case workers transporting parents/carers to custody meetings where they did not have their own means of travel.
- Efforts are made by Case Managers to support contact with family and friends.
- Significant safeguarding behavioural incidents in custody, including where and restraint had been used, were communicated quickly with YOS case workers.
- Records indicate communication with Wetherby YOI health team is evident as a response to safeguarding concerns, particularly with 2 cases.
- Some Case managers are using the custody proforma as a guide for sentence and remand planning meetings.

A number of areas for improvement were identified:

- Written communications and information should be exchanged between the custodial estate and YOS via the on-line Youth Justice Application Framework (YJAF). Case Managers on the whole are not accessing and using this facility. This usage is not evident in case recordings and was apparent via discussions in the focus group.
- Upon sentence/ remand, there is little evidence of communication with health/sending of relevant health information from YJS to the custodial establishment outside of details in Assetplus. YJS Nurses are not involved in any custodial planning meetings.
- Whilst initial custodial planning meetings were timely they tended to cover the same issues – education, behaviour in custody, family contact. They did not

seem to be person-centred and the child's views were not sufficiently sought. If they were, this was insufficiently recorded/evidenced. The plan that was developed from this meeting did not appear to be signed by the child on the whole. Proformas are not consistently being used. Resettlement planning is not focused on and often not evidenced on IYSS and in plans.

- Custody plans were not received from the custodial establishment in a timely manner. Targets often read quite generic and did not on the whole appear child specific. Assetpluses post sentence are not generally reviewed within 20 working days of the child being placed in custody.
- Recommendations made at planning meetings around offending behaviour work, when discussed, were generic within HMPYOI Wetherby interventions. There is little evidence of offending behaviour work completed by Case Managers where possible/needed.
- There was little evidence of safety and risk of harm planning relating to the individual. Children placed on specialist units should have enhanced risk management planning. One particular case had no records/plans from Wetherby YOI saved on multimedia. This is particularly concerning.
- Incidents in custody were notified but it was unclear how this impacted on assessment and planning. Follow up from incidents varied – Case managers appear to request further information however limited information given at times or had a delay in sharing – in 1 particular case, it took a number of weeks to receive specific information relating to MMPR incident.
- There appears to be a gap in roles and responsibilities between YJS Case Managers and the custodial establishments Resettlement Practitioners (RPs). Wetherby RPs report that they do not complete Asset pluses and do not access/upload pertinent information relating to the child to YJAF – there appears to be conflicting information relating to this varying from practitioners.
- When issues have arisen with Wetherby YOI, Case Managers have not appropriately escalated issues – if they have, these do not appear to be evident in contacts. Escalation process is unclear.

- Children who are to be supported to transition to Probation are identified timely and discussed at the monthly transition meeting.

A detailed action plan has been completed and will be incorporated into the YJ Partnership Action Plan 2023/ 2024.

Constructive Resettlement

Page 4 of this plan introduces the work being undertaken by Bury and Rochdale YJS and the partnership in relation to Constructive Resettlement. This is a priority for Bury and Rochdale particularly given its challenges around increasing custody numbers. Bury and Rochdale YJS take the view that Constructive Resettlement is everyone's responsibility however, it is overseen by one of the YJS Advanced Practitioners who has a thematic lead for resettlement and who presents updates to the YJ Partnership Board regarding resettlement developments.

The challenges of sourcing timely and suitable accommodation for children leaving custody is not unique to Bury and Rochdale however, we recognise that this is a priority and underpins the resettlement plan. Resettlement is a key area within the YJ Partnership Board Action Plan and board agenda and updates and reports in relation to constructive resettlement are provided to the board. In July 2022 a thematic audit was completed in relation to resettlement and the outcome and action plan was shared with the board and staff .

Custody and resettlement planning needs to take place as per National Standards guidance, a recent custody thematic audit highlighted that the custody proforma is not being routinely used by staff and Resettlement planning is not focused on and often not evidenced on IYSS and in children's plans. Children in the youth justice system who make a transition should have tailored plans created at the first opportunity (during planning meetings upon being placed in custody) with involvement of relevant agencies and family. Training is being delivered across the youth justice service to ensure that resettlement planning is prioritised focusing on:

- being shared with relevant professionals and the child.

- focus on ETE, health, substance use work, interventions, behaviour and expectations, resettlement and opportunities.
- Plans are based on updated assessments and shared with the secure establishment who should also be completing A+ whilst the child is in custody.
- Review planning meetings are scheduled ahead of time, at the last meeting, to avoid drift.
- Planning meetings should also consider bail applications (although responsibility for this ultimately sits with the child's legal representative). YJS must work with agencies and services to ensure appropriate plans are in place in the case of bail applications being made.
- Representatives from the Local Authority responsible for the accommodation needs of the child are invited and play a key role in the child's resettlement plan.

9. Standards for children in the justice system

The revised standards for children in the youth justice system 2019 are embedded within Bury and Rochdale YJS practice. The latest YJB National Standards Audit was submitted in 2020 based on the following National Standard areas;

- Out of Court Disposals
- Court
- In the Community
- In Secure Settings
- Transition and Resettlement.

Youth Justice Partnership Board members were identified to act as Champions against each area and the YJB guidance for 2021 was to embed these actions.

The self-assessment results were:

Standard	Strategic self assessed result	Operational self assessed result
NS1	Good	Good
NS2	Good	Good
NS3	Good	Good
NS4	Requires Improvement	Requires Improvement
NS5	Good	Good

In the next YJS Partnership Board (June 23), members will be assigned a standard as closely linked to their role as possible and together with the designated YJS Practice Manager/ Head of Service, they will be required to undertake a self-assessment of the YJS against that particular standard. There will be a requirement that one standard will be self-assessed every quarter (using a RAG rating system and narrative to support each area assessed) and that feedback will be presented to the Head of Service and YJS Partnership Board along with agreed actions and updates. Any key actions will be aligned with the YJ Partnership Board Action Plan to avoid the service overseeing multiple plans. This new process is to be rolled out throughout 23/24.

Aside from the National Standards audits, Bury and Rochdale YJS have agreed a new audit cycle for 23/24. Bi-monthly the two advanced practitioners will complete thematic areas agreed within the service performance clinic and monthly the two practice managers will complete 1 case file audit each to be moderated by the Head of Service. The first of these was completed in May 23. A quarterly summary of the findings and key learning from the audits will be presented to the YJ Partnership Board and actions incorporated into the YJ Partnership Board Action Plan 2023/2024.

10. Workforce development

Bury and Rochdale YJS have a Service Staff Progression Model in line with Children's Services. This sets out the various progression routes for staff across all areas of the service. One example is that, annually all staff have the opportunity to apply for the Social Work apprenticeship scheme led by CSC if they meet the essential criteria.

We provide a number of training opportunities for staff through in house training but also via external commissioned training. Training provided in 22/23 included:

- AIM3 Assessment – YJS/ CSC
- AIM3 Intervention – YJS/ CSC
- AIM3 Management training – YJS/ CSC
- VR training in collaboration with the Youth Service
- AssestPlus
- SHB
- CSC Practice fortnight
- Effective Case Recording

Staff receive monthly supervision which includes reflective case supervision. The practice managers and advanced practitioners facilitate a monthly meeting which alternates between a service meeting and a development afternoon for all staff.

All staff have an annual appraisal (Delve Conversation) in line with Corporate and Children's Services policy. These address any professional development needs, and these have all been completed for 22/23.

A dedicated YJS Training Plan for 23/2 has been created in consultation with staff and is reviewed monthly in the Managers Meeting. Rochdale Workforce Development have recruited 2 experienced social workers into the Practice Improvement Team, they are providing a full programme of training in core skills and knowledge, one to one reflective sessions and bespoke training offer for each service based on the needs of staff.

11. Evidence practice and innovation

As evidenced within this plan, evidenced-based practice and innovation is at the heart of service delivery at Bury and Rochdale YJS. The multi-agency service provision is strong and is tailored to meet the needs of children, families and victims in Bury and Rochdale.

Bury and Rochdale YJS are constantly adapting to ensure that service delivery is responsive. Enhanced data analysis will strengthen this further in the next 12 months. A recent example of responsiveness is through the collaboration with the Youth Service to develop a VR based programme to support YJ intervention and the work carried out by the Youth Service. Utilising funding through the EIPG and the Turnaround Programme it is our intention to widen this programme to support prevention and early intervention.

Rochdale Children's Services is working hard to become a Trauma Informed service and all training and support includes Bury and Rochdale YJS.

A key focus over the next 12 months is to develop the Diversity Policy (which includes a menu of services and resources for identified disproportionate groups in the YJS) to ensure that over-represented children i.e. cared for children, receive access to appropriate support to aid sustainable desistance.

Evaluation

Practice at Bury and Rochdale YJS is underpinned by a strong evidence base. Strengths-based, trauma-informed and child first approaches are central to this alongside the use of restorative approaches. All our interventions are evaluated against the YEF Toolkit to ensure that the most effective interventions are being utilised across the service.

Examples of some evidence based approaches and interventions being used within Bury and Rochdale YJS:

- Child First, Offender Second Approach
- Relational Practice
- Trauma Informed Practice
- Co-developed intervention plans
- Young person participation and engagement

- Restorative Approaches
- AIM interventions
- Reflective supervision

Case studies to support evaluation of interventions being used

Case Study 1 - K

Reason for referral:

Children's social care received a referral for the family in April 2022. This was due to K mental health declining and this resulted in him picking up a knife and threatening to stab his mum. In June K has threatened to stab his mum as well as making threats to harm himself and people in the community. Police attended the address at this time and K was taken to custody. K spent the night in custody. During visits, K shared that he doesn't feel knives have any dangers he stated 'they are just a piece of metal'. K also shared that he would stab someone 'if it came down to it'.

Brief information of intervention:

Engagement with K was good throughout the intervention plan and offered a good clarity of understanding regarding the issues identified. K was preparing for a court hearing (as victim) throughout the intervention period and although initially he stated he would not engage he was very engaging throughout and did not miss a session.

- **Knife Crime/ Knives takes lives** - Went through the you tube video which gave the impact of knife crime and completed the work book which K engaged well he has had no reports of knife incidents at the family home since the YJS intervention which represents a positive change.
- **Consequences to actions** – Covered work completed around understanding of the different types of consequences. Also included the offending ladder to help gain clarity of the impact of potential police involvement. K has improved considerably during this intervention period his relationship with his mum and this has proved to be a positive consequences in K's life.

- **Victim Awareness** - completed work around the ripple effect of knife crime and how this impacts on all people involved. K was able to provide clarity of understanding of how his actions could have had very serious outcomes and the victim work helped him to gain understanding of how this might have looked. Also completed work around different forms of abusive behaviours linked to his behaviours in the home.

Outcome:

K re-engaged with CAMHS , family have gone from a CIN plan to a TAF plan which is seen has positive progress. Mum reported in her closing questionnaire that she felt K was a lot calmer and he understood the consequences of his actions more. Mum also reported that YJS involvement has been the most beneficial K has ever received.

No reported police involvement throughout the intervention period and K spending more time at home with his mum and sister, this is seen has a really big change in Ks mind set has he would only stay at his grandmothers and visit occasionally to his mum. K is settled with school and this is also seen a real progress for K and school now lead on the TAF. Referral to mentoring was made after discussion with both K and mum in which they believed it would be beneficial for his ongoing progress.

Case study 2 - L

Reason for referral:

L was caught sneaking into the Cinema without paying and throwing stones at trams. He reported to the Police for ASB on the trams, climbing on the roof of the Leisure Centre and on one occasion found by the Police walking the streets in Manchester with a friend in the late hours.

Parents consented to the referral and wanted the best package of support for L. They are worried and both recognize his behaviours are escalating which could potentially result in a criminal conviction. No previous police/ intervention involvement.

Brief information of intervention:

L engaged in the process but at times was difficult to engage within the direct work sessions

Intervention plan completed

- **Consequences to actions** L has worked through the ladder of offending and worked on positive and negative consequences to his actions. This included how he behaved out in the community and school. L was able to provide clarity of understanding but this took several sessions to establish true understanding by L.
- **Education** - School Relationship throughout the plan has been poor and this has resulted in work being undertaken with school by YJ worker and EWO YJS. The outcome was that L was moved to alternative provision and the youth service to improve attendance and engagement.
- **Victim Awareness** work completed with L regards his clarity of understanding regards the impact of his actions on others in the form of anti-social behaviour in the community.
- **Positive activity** outside of school, L was reluctant to join any groups outside of his friendship circles and meeting up with them out in the community. L was provided with a local leisure centre pass which he could attend in his own time and not undertaken on specific times and dates which would suit his current life.

Progress made:

L started successfully at the alternative provision which was in place for an initial 12 week period and then reviewed. L has not been in trouble with the police throughout this intervention period and definite progress has been made. L and has been offered a mentor and this has been taken. A family worker remains in place supporting the family at the time of YJS closure.

Case Study 3 – A

Reason for referral

A was initially referred in for Schools Based Intervention and when this took place was very open about involvement in ASB/ risky behaviours. A agreed to engage with a Prevention Intervention.

Actions completed:

- **Joint work with YJS SALT** – A had signed an ABC but didn't understand what was expected of him regarding this. Tailored work designed with SALT to make this accessible for him. Completed ABC workbook then copied and shared with mum and A so they could revisit if needed.

- **Regular liaison with Community Safety re A's ABC** (further/wider discussions with Comm. Safety re how we can work together when YPs are given ABCs to support them more effectively through this process)
- **Referral made to YJS CAMHS Link** who supported A and School re his anxiety and enabled him to go back into mainstream classes.

Progress Made

No complaints made to YJS or Community Safety re ASB following work. A's behaviour at School much improved and he has gone back into mainstream lessons. Gym Pass obtained for A to support positive leisure time.

12. SERVICE DEVELOPMENT PLAN

Service development

As already detailed within this plan, Bury and Rochdale YJS have devised a YJ Partnership Action Plan 2023/2024 which will be updated by the management team monthly and scrutinised by the YJS Partnership Board on a quarterly basis. Bury and Rochdale YJS believe their vision and focus on future planning is strongly aligned to the YJB Strategic Plan 2021 – 2024. The vision for a child first youth justice system is strongly embedded within our culture as detailed in section 2 of this plan. We believe in strong and resilient leadership that leads by example and invests in its staff to ensure that joined-up, innovative and evidence-based practice is at the heart of what we do.

Following a management development session and a whole service development day Bury and Rochdale YJS developed our 6 priorities for 2023/2024:

1. Prevention - Ensuring the holistic needs of our children and young people are met at the earliest opportunity

Reason: To ensure that the children across Bury and Rochdale are receiving the right support as soon as need is identified and that the offer including mental health, social and education needs for young people at risk of escalation through the criminal justice system is robust and reduces the risk of offending behaviour.

Action: Review the pathways to early help support, across both Bury and Rochdale to ensure that children and young people quickly identified and are provided with early support to

prevent offending behaviour. Ensure a holistic approach to health (including mental health) social and education needs through a placed-based early help delivery model.

Expected Outcome: Improved offer which identifies and responds to young people at the earliest opportunity which leads to a reduction in young people entering the criminal justice system.

2. Disproportionality and diversity

Reason: To better understand the local demographic and the disproportionate representation within the YJ System that can impact on children and young people's life chances.

Action: To develop robust local data sets that provide live information and can evidence disproportionate groups. To develop a Policy and Implementation Plan.

Expected Outcome: To be able to target resources and increase understanding of children who are disproportionately represented within the system.

3. Adolescent offer

Reason: To be instrumental in the development of the 'Adolescents' pathways across GM and locally; which include all services for children at risk aged 13-19.

Action: To review the range of services that are available for adolescents, including Youth Justice & Targeted Youth Provision, that contribute to this agenda.

Expected Outcome: To ensure services are co-ordinated and joined up with a focus on adolescents. To see a reduction in CCE and other factors that place young people at risk.

4. Voice of the child

Reason: To ensure that we operate a 'Child First' youth justice system that hears the 'Voice of Children' and is prepared to act upon it to improve service delivery.

Action: To listen to what children and young people are telling us and think of new and innovative ways that make this meaningful.

Expected Outcome: To evidence that the 'Voice of the Child' has informed and shaped services and improved our offer for children at risk of, or involved in, the youth justice system.

5. Induction and development – board members

Reason: To ensure that all new and existing member of the Youth Justice Partnership Board understand their roles and responsibilities.

Action: Review the induction procedures and schedule a development session. Ensure thematic areas are reviewed at Board meetings.

Expected Outcome: Improved understanding of the role for Board Members, which ensures that they promote and champion the role of youth justice in their own services.

6. Quality assurance – implementation and oversight

Reason: To ensure effective QA across a range of service areas that continues to improve outcomes.

Action: Through continual audit and monitoring processes, both locally and across GM.

Expected Outcome: Improved outcomes for children and young people as result of effective service delivery.

Defining Success:

Bury and Rochdale YJS define success as being able **to inspire, encourage and empower – supporting our children’s individual needs to achieve a brighter future** (the YJS Vision). Furthermore Section 4 of this plan sets out Bury and Rochdale YJS commitment to working in partnership to ensure:

- Children are appropriately diverted from the YJS
- That offending by children is prevented and the use of custody is reduced
- The delivery of quality and effective services to children, parents/carers, victims and the community
- The improvement of practice and achievement of positive outcomes for children and young people
- That children are safeguarded and risk to the public is minimised and managed effectively
- That restorative justice, trauma-informed and child-first approaches underpin our practice
- The unnecessary criminalisation of cared for children and other disproportionality represented group is avoided where at all possible
- Improved Education, Training and Employment opportunities for children within the service
- Improved physical health and wellbeing for all children entering YJS
- That the service provides value for money.

Learning from Previous inspections

The most recent inspect of Bury and Rochdale YJS was in June 2020 as part of HMIP four year programme of youth offending service inspections. The overall rating of the inspection was Good.

Key Strengths:

- There is a clear 'Child First' vision guiding the work of the YJS, established and promoted by the Board and management, and providing staff and partners with a clear purpose.
- There are very strong partnership arrangements to support the work of the service, linking children to resources to address educational, substance misuse and mental wellbeing concerns.
- Staff are well trained and there is good access to career development opportunities.
- Staff are very positive about their experience of working in the Bury and Rochdale YJS.

- In relation to court disposals there is impressive engagement with children, and their parents/carers.
- The YJS is well served with partnership arrangements to support children. Partners share the sense of mission and 'Child First' vision.
- There is a strong commitment to the safety and wellbeing of children, and this was clear in the high-quality work throughout the management of cases.
- The process of transition to adult services is well managed and well resourced.
- The YJS had reviewed and revised out-of-court disposal work, in line with identified 'best practice'.
- Assessment work was of high quality in almost all cases.
- Work undertaken was based on good levels of engagement with children and their parents/carers.
- The work of the case manager was supported by very strong partnerships, particularly with police colleagues.

Recommendations

As a result of the inspection findings, HMIP made six recommendations that would have a positive impact on the quality of the YJS in Bury and Rochdale.

1. provide refresher training to all staff in the assessment and management of risk of harm
2. review all cases where risk of harm to the public is identified, using the increased capacity for direct line management, and adopt a clear approach to the management of those risks
3. develop an approach whereby children and their parents/carers have a clear means of expressing their interests within the governance arrangements of the service
4. involve staff members more in the development of policy and strategy
5. improve access to police information, for the purposes of risk management
6. improve interrogation of the Integrated Youth Support Services case management system, to understand better the needs of children so that interventions are targeted more effectively.

The recommendations above were actioned in the 21/22 and 22/23 YJ Partnership Action Plans and remain relevant to ensure that we improve the lives of the children in contact with youth offending services, and better protect the public.

Challenges, risks and issues


6 key service challenges, risks and issues have been identified. Below is an outline of these with actions that are being implemented to mitigate such risk.

Risk	Action to Mitigate Risk
<p>1. Future budget efficiencies/reductions in partner contributions</p>	<ul style="list-style-type: none"> • Review of Service Level Agreement between Rochdale and Bury • Review all vacancies as they arise in context of service needs • Maximise community resources • Maximise opportunities for partnership working with other agencies and ensure all secondments are in place • YJS Working Plan 2023/2024 • Quality Assurance processes/ quality improvement plans and processes • Commit to continuous quality improvement regardless of budget situation • Robust financial planning within Bury and Rochdale Council and with partners.
<p>2. Increases in remand bed nights places increased strain on both Bury Council’s and Rochdale Council’s associated budget</p>	<ul style="list-style-type: none"> • High quality budget monitoring and management • Timely, accurate and relevant information to managers • Brief relevant partners on need for efficient, speedy processes • Constantly review and develop Bury and Rochdale practice in each remand case, including actively considering applications for community bail packages

	<ul style="list-style-type: none"> • Provide timely updates to Bury and Rochdale Management Board and other relevant partnerships • Robust bail packages to be presented to court as alternatives to custody
<p>3. Embedding new practice guidance – all policies, procedures and guidance are currently under review to ensure that practice is current and any gaps are identified.</p>	<ul style="list-style-type: none"> • Staff have been made aware in the Whole Service Meetings that policies are being updated. • Once the policies are updated (plan for end of Summer 23), they will be shared with staff and the YJS Partnership Board for consultation. • Once agreed, all staff and Managers will be allocated at least one Policy each to summarise and then a development session will be facilitated whereby everyone can provide the key points from each policy in the form of a PowerPoint presentation. This will embed key learning and ensure that all key points can be accessed at ease for day to day use.
<p>4. Ensuring young people/ parents and cares have a voice</p>	<ul style="list-style-type: none"> • Systematically seeking and capturing views of children, young people, parents and carers including conversational audits • Development of a YJS parent forum to provide additional opportunity to understand what is going well and what we can do better • Presentations to the YJ Board to increase awareness and support with regard to requests for additional support or alternative partnership resources to respond to unmet needs of children and young people in the YJS

<p>5. GMP Focus on arrests: There is a current impetus within Greater Manchester Police (GMP) to arrest and hold more people committing offences to account. This increased focus and resource may indeed result in more children being brought to the attention of GM Youth Justice Services through the OOC and Court arena. The number of children currently under investigation (81 Bury/ 116 Rochdale as of 23.05.2023) presents a risk (from a capacity point of view) in the event that a high proportion result in referrals to the YJS or charge</p>	<ul style="list-style-type: none"> • YJS to work closely alongside GMP strategically at the YJS Partnership Board and other relevant forums and operationally to ensure that children are being dealt with proportionately to the seriousness of the offences and the individual circumstances of the child. A balance to be achieved in terms of child first principles and management of risk and public protection. • The weekly Joint Decision Making Panel to scrutinise decisions ensuring that children are diverted from Courts and back to the Police were appropriate. • The quarterly OOC Scrutiny Panel led at GM Head of Service level to further scrutinise decision making. • Ensure timely and improved information sharing between YJS and police to assist with responsive and proactive risk management/ interventions.
<p>6. Lack of dedicated Data Analysts</p>	<ul style="list-style-type: none"> • HoS working with the ICT service to increase data analyst capacity and provide more training to other members of the ICT team so that the responsibility does not lie with one person.

13. SIGN OFF, SUBMISSION AND APPROVAL

Chair of YJS Board - name	Jeanette Richards, DCS Bury
Signature	
Date	

14. Appendices - Appendix 1: Staffing Structure

Rachel Meyrick Head of Service	
Alison Hudson Practice Manager Team One	Sara Hallam Practice Manager Team two
Advanced Practitioner – David Bostock YJS OFFICERS <ul style="list-style-type: none"> • Dave Hattersley • Jayne Lord • Sue Lees • Stephen Hart • Mark Burrows – SYV/ project officer role 	Advanced Practitioner – Rucksana Begum YJS OFFICERS <ul style="list-style-type: none"> • Martin Jennings • Andrea Llywelyn-Jones • Craig Wood • Sam Wakefield • Muhammed Omar
YJ WORKERS <ul style="list-style-type: none"> • Dave Earnshaw • Liz Bailey • Pete Leyland • Joanna Lawlor • Joanne Garner • Matthew Jones (Skill Mill) 	YJ WORKERS <ul style="list-style-type: none"> • Claire Clark • Michelle Iqbal • Lauren Mungroo • Zulakha Khan • Olivia Bradley
PARTNERSHIP ROLES <ul style="list-style-type: none"> • Karen Wellens - Education (Rochdale) • Jenna Harrison - Rochdale Nurse • Jemma Flowitt - SALT • Kathy Ince - Bury Nurse • Lee CAMHs Practitioner 	PARTNERSHIP ROLES <ul style="list-style-type: none"> • Kirsty Coutts - Rochdale police • Bob Smith - Bury police • Joanne Brennan - RO co-ordinator • Vacant Post – Probation officer • Francesca Jones - Probation officer

Youth Justice Service Staff Information

GENDER	No
Male	10
Female	18
Other	
Not answered	3
ETHNICITY	
White	26
Asian	3
Black	
Mixed	1
Other	
Not answered	1
Disability	
Yes	
No	19
Not answered	11

Appendix 2: Budget Costs and contributions based on 2022/2023 figures

Expenditure	Salaries	Activity costs	Overheads	Total Expenditure
YJB Grant – Rochdale	593,437			593,437
Bury contribution to Rochdale from YJB Grant	150,000			150,000
LA – Rochdale	612,241	242,696	318,363	1,173,300
Police	35,000			35,000
Probation	3,500			3,500
Health	15,000			15,000
TOTAL	1,409,178	242,696	318,363	1,970,237

APPENDIX 3 - 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	Anti social 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
Cared for Child	Child who is cared for by the local authority – this is the term used in Rochdale
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
MAPPA	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

SCRUTINY REPORT

MEETING:	Children and Young People Scrutiny Committee
DATE:	12th September 2023
SUBJECT:	SEND Delivery Plan
REPORT FROM:	Isobel Booler, Director of Skills & Education
CONTACT OFFICER:	Beth Speak, Children's Improvement & Transformation Manager

1.0 BACKGROUND

- 1.1 In July 2017, the Joint Local Area SEND Inspection took place in Bury and the local area were required to produce a Written Statement of Action in response to the 8 significant weaknesses that were identified.
- 1.2 In May 2019, there was a follow-up visit where it was concluded that the local area had made insufficient progress overall, although sufficient progress had been made in respect of five of the eight recommendations.
- 1.3 A new SEND inspection framework was introduced in January 2023; under the new arrangements all local areas will receive an inspection every 5 years. Where weaknesses have been identified on a previous visit, or if there are serious concerns raised at any time, the local area will be subject to monitoring inspections.
- 1.4 Bury co-produced a delivery plan with our parents and carers (this is also often referred to as either a development or improvement plan), and this addresses the areas for improvement that were raised in inspection but also what the local area recognises needs to improve based on performance, data, quality assurance activity and importantly feedback from parents, carers and families in Bury.
- 1.5 The purpose of this report is to update members of Scrutiny in relation to progress in relation to our improvement, as set out in our Delivery Plan.

2.0 ISSUES

- 2.1 The SEND Delivery Plan has been refreshed; maintaining the structure agreed with our families when the plan was originally co-produced, we have ensured that the actions against each of the 9 outcomes are focused on 2023-24 activity. Progress updates have been revisited to ensure that they are more focused on impact than a checklist of activity. We are working with the Council for Disabled Children to refresh the wording of the outcomes so that they are more child centred.
- 2.2 To support the Delivery Plan, we will develop a plan on a page showing key milestones as an overview to SEND improvement. We are also revisiting the architecture around the detailed reviews of the plans, ensuring a systematic approach which includes all stakeholders including our parents and carers. Highlight reports will be created using best practice examples from other local areas to report progress in relation to the Delivery Plan to Boards and to support strategic discussion.

- 2.3 We have appointed Cathy Hamer as Independent Chair to the SEND Strategic Partnership Board. She is recognised regionally and nationally, and has a skill base from working with early years to preparing for adulthood, and the post-16 agenda.
- 2.4 Please note the following progress updates in relation to the delivery plan:
- 2.5 We are working with the Council for Disabled Children to produce an outcomes framework. This is being co-produced with parents and carers, and key stakeholders. The outcomes framework will be used to support performance reporting and understand whether our improvement activity is having the desired impact on outcomes. The outcomes framework is expected at the end of October 2023.
- 2.6 We have developed a draft Quality Assurance (QA) framework and held two multi-agency audits, which have been shared with the SEND Strategic Board. We will need to consider how multi-agency audits complement single agency auditing and how learning from audit is shared with practitioners to develop improved services.
- 2.7 Bury's SEN Strategy has a strong emphasis upon meeting a wider range of needs at SEN Support by embedding Bury's graduated approach (GA) to identifying, assessing, and meeting SEN needs earlier.

Key features of our approach are as follows.

- Our Graduated Approach was co-produced and soft launched in October 2022, to provide a strong emphasis on meeting a wider range of needs at SEN Support stage by identifying, assessing, and meeting SEN needs earlier and ensuring that the universal offer is fully understood.
 - The Graduated Approach toolkit exists on paper form and has been a central focus on the SENCo networks and a Headteacher conference (May 2023) which was well attended and had 92% positive feedback.
 - SENCo networks to support the Graduated Approach were re-launched in 2022 and will be run jointly by ElmsBank and the Local Authority in 2023 with both in-reach and outreach training opportunities.
 - To embed the Graduated Approach the Inclusion Panel has been reviewed and, from September, will operate as a proactive multi-agency panel with a remit to ensure that SEN Support plans are being used to support any child where there is consideration of additional support and that this is addressed before any request for an EHCP can be made. The Panel will act as a direct referral route to a range of support systems and training as well as supporting children and young people where there has been a EHCP assessment, but the outcome is that needs can be met at SEN Support.
 - To support the success of the Graduated Approach we have developed SEND practice fortnights so that all our workforce is aware of the universal offer and the targeted offer.
 - To ensure consistency of identification and to support the embedding of the Graduated Approach a 'Matching provision to Need Tool' has been developed. This is all age with resources for Early Years, Primary, secondary and post 16. This tool is to be launched in September 2023 and is supportive of Bury's increased continuum of provision.
- 2.8 Bury has focused on a total refresh of its Local Offer and has revised the SENCo network and headteacher training offer. The revision of our Local Offer has been strengthened in the following key areas:

- To ensure parents are supported to access universal and Early Help support to meet their child's needs in a timely which has been ongoing since May 2023.
- We have Launched the 'Friends of the Local offer initiative and we launched a Local Offer newsletter in January 2022 which has continued to be issued and has been well received.
- We have held two full SEND Local Offer days in October 22 and July 2023 with feedback that all parents surveyed gained additional information.
- The Local Offer has been restructured so that parents can easily identify and access support through the universal offer reducing the need for targeted intervention. The restructured Local Offer will be live from the end of October in the new format as requested by parents. In advance of this the updated information has already been uploaded onto the current Local Offer site.
- A series of Local Offer co-production events have been held with parents to ensure that parents have actively contributed to it and ensuring ease of accessibility.
- This work has been progressed through the leadership of a SEND ambassador and by revising the SENCo network including high quality CPD and networking opportunities across the borough, including the Headteacher development offer, within clusters of schools and bespoke to individual settings.
- SEND navigators are now being recruited to and trained by Barnardos – initially based at Redvales they will provide offline access to the Local Offer.

- 2.10 The Education Restructure is now complete and so we are moving to recruit to our SEND Support Outreach Service. We have realigned our primary SEND inclusion leads to link to the school improvement team, with closer working and alignment of the geographic zones.
- 2.11 We have successfully commenced re-development of Bury's Educational Psychology service: we have appointed a Deputy Principal Educational Psychologist (EP), our Principal EP remains in Salford until we fully migrate our service. It is our intention to have a standalone Bury service by Autumn 2024.
- 2.12 By the end of September, our Education Health Care Plan (EHCP) team will be fully permanent, with no agency staff which will support better relationships with families and stakeholders.
- 2.13 We have received approval for Phase 2 of our Autism in Schools Project which will see 3 further mainstream schools having ASC support as part of a whole school approach, in addition to the 3 schools that were part of phase 1. Phase 2 will be operational from October 2023. We remain part of the GM network around ASC to ensure best practice.
- 2.14 Health have launched the Mental Health Support Teams (MHSTs) now established in wave one schools, wave two is mobilising, this will see the teams operating across 30% of Bury schools. As part of the offer there is a focus on emotional based school avoidance (EBSA) and a pathway is becoming embedded. Further to this, a successful system business case was recently developed and was agreed by the ICB for £1.4m investment into Bury CAHMs over 2 years to support development of a robust core offer to 18 and an increase in therapies.

3.0 CONCLUSION

- 3.1 Scrutiny Committee is asked to note progress made.

List of Background Papers:-

Graduated Approach Toolkit
Local Offer
SEND Delivery Plan 2023-24

Contact Details:-

[Report Author]

Executive Director sign off Date:_____

JET Meeting Date:_____

5 September 2023

Jeanette Richards
Executive Director of Children's Services
Bury Council
3 Knowsley Place
Duke Street
Bury
BL9 0EL

Dear Jeanette

Monitoring visit to Bury children's services

This letter summarises the findings of the monitoring visit to Bury children's services on 1 and 2 August 2023. This was the fourth monitoring visit since the local authority was judged inadequate in November 2021. His Majesty's inspectors for this visit were Lisa Walsh and Rebekah Tucker.

Areas covered by the visit

Inspectors reviewed the progress made in relation to child exploitation, in particular:

- Children at risk of sexual or criminal exploitation.
- Children who are missing from home or care.
- Children at risk of radicalisation.

This visit was carried out in line with the inspection of local authority children's services (ILACS) framework. A range of evidence was considered, including electronic records, performance management information, case file audits and other information provided by senior managers. In addition, inspectors spoke to social workers and managers.

Headline findings

Since the last inspection, the local authority has continued to make steady progress on its improvement journey. Senior leaders have strengthened arrangements for children who are at risk from exploitation, which have become more strategically aligned to the regional model of practice. Governance arrangements have been enhanced as the complex safeguarding sub-group now reports directly to the safeguarding executive and board, providing greater accountability. The co-location of the multi-agency complex safeguarding team in the multi-agency safeguarding hub (MASH), alongside key partners at the police station, has enhanced the holistic offer to children and families. The risks and needs of children are identified early by

an effective multidisciplinary team and this collaborative partnership approach supports the reduction of risks for many children.

There are effective strategic and operational relationships in Bury, which underpin the work to identify and protect vulnerable children. Children benefit from well-trained and effective practitioners, who offer support to children and their families based on strong professional relationships and strength-based practice. There is also a strong commitment to developing contextual safety within different communities. For example, links have recently been made by dedicated workers with local faith leaders, to strengthen community awareness regarding indicators of potential child exploitation.

Despite these improvements, social work practice remains variable. The areas that require improvement include the timeliness of strategy meetings, the quality of assessments, plans and supervision, and the response to children who go missing.

Findings and evaluation of progress

Senior leaders have a clear understanding of what needs to improve to ensure children are receiving a consistently good service. The improvement plan has a consistent focus on delivering improved outcomes for children. Political commitment and financial investment continue to support the strengthening of services for children in Bury. Leaders have welcomed external review, including the appointment of an independent scrutineer to oversee governance arrangements and the quality of practice for this part of the service. This has led to an increased focus on improving the quality of assessments and interventions, and a greater emphasis on understanding children's experiences when they are exploited. However, it is acknowledged by senior leaders that these arrangements are new and require time to embed to consistently make a difference for children.

Exploitation of vulnerable children is clearly recognised at the front door. Initial concerns are triaged effectively through the MASH. Referrals are prioritised in a timely way and there is a proportionate response to identified concerns. For most children, thresholds are appropriately applied, ensuring they receive the right intervention at the right time.

Children benefit from the expertise of specialist support through the well-resourced complex safeguarding team (CST), which includes police officers, social workers, a psychologist and a parenting officer. The allocated social worker and the CST social worker collaborate effectively using a strength-based approach to support children and their families. Inspectors saw many examples where this led to the reduction of risk. However, for some children, it is difficult to measure the impact and quality of the CST involvement, especially where historical familial risk is known and where there has been previous CST intervention.

Strategy meetings are mostly timely and well attended by key partners. Information is shared appropriately, and safety plans are developed for children who have been exposed to significant risks. Decision-making is mostly effective, although it is not always clear why concerns have not progressed to child protection enquiries, as a clearly recorded rationale from the manager is sometimes lacking. A small number of strategy meetings are delayed due to police availability. This means that the planning of early intervention for some children is not always informed by a timely multi-agency assessment of risk.

Daily governance meetings are linked with the MASH to discuss children at risk of exploitation or missing from home. This newly formed multi-agency forum offers the opportunity to support the sharing of intelligence, information and risk for children which have arisen in the previous 24 hours or over the weekend. This early multi-agency oversight supports mapping and community-based disruption work, although children's records are not consistently updated to reflect the discussions held at the meeting. This means that, for some children, there is a missed opportunity for this information to be used to inform subsequent decision-making.

Most children benefit from the collaborative relationships established between the allocated social worker and the CST worker. Interventions are well coordinated to support the reduction of risk. Risk assessments completed by the CST, known as the working to increase safety in exploitation (WISE) assessment, identify the exploitation risks for children effectively. The WISE assessment is completed alongside the allocated social worker's assessment. When both assessments are combined, they provide a holistic view of children's experiences. However, this is not yet consistent practice, which means that there are sometimes missed opportunities to understand the impact of risk for children.

The impact and quality of children's plans are variable. Stronger plans have clear actions and timescales and are co-produced with children and families. Workers develop positive relationships with children, focusing on building children's resilience to the risks of exploitation and the trauma they may have experienced in their lives. CST workers use the knowledge of the team psychologist appropriately to assist them in understanding how to best engage and support children and families. However, for some children, CST intervention is not always timely, which means that some children are not seen as regularly as they should be, and their plans are not as effective.

Most plans are regularly reviewed with children and their families, and by relevant professionals and key adults, to understand children's progress. In some circumstances where children are at high risk of exploitation, independent reviewing officers provide additional oversight to support subsequent planning.

Social workers build strong relationships with children and families, which helps them to understand their experiences. Frequent social work visiting, and creative pieces of direct work, capture the voice of the children effectively, contributing to improved

outcomes for children. The input from the CST parenting worker skilfully supports parents to understand risk and help safeguard their children. For many children, this collaborative approach has contributed to the reduction of risks.

As identified at the inspection in 2021, children who go missing do not receive a consistently effective response. Despite the recent realignment of services for children who go missing, this new model is not fully embedded and is not yet making a difference for all children. When children go missing from home, they are not consistently offered return home interviews at the earliest opportunity to ensure that risks are fully understood. However, some children benefit from detailed risk assessments, which support preventative action and inform up-to-date safety planning.

Senior leaders continue to prioritise workforce retention and recruitment. The mostly permanent leadership team continues to provide stability and consistency and they know themselves well. Most team managers are now permanent and more social workers are being recruited to fill vacant posts. However, the overall stability of the workforce remains fragile. Although there has been a reduction in the use of managed teams from three to one, there remains a high dependency on the use of agency staff.

The quality assurance and performance management frameworks are firmly embedded and making a difference to outcomes for most children. The newly established dashboards provide an additional line of sight for senior leaders on performance in practice. The quality of practice is reviewed effectively through a variety of audit mechanisms, with thematic learning shared at a monthly 'closing the loop' meeting on those areas of practice which require improvement. Senior leaders recognise that audit activity could be further strengthened by commissioning more independent auditors. Management oversight of children's cases in supervision does not consistently focus on the progression of plans.

Social workers report a positive culture in Bury. Senior leaders acknowledge that social workers' caseloads are too high. However, social workers say they feel well supported through supervision. They have access to a comprehensive suite of training to enhance their skills and to meet their learning needs. They feel that the 'Teaching Tuesdays' are a real help in assisting them to understand the direction of travel that the service is working towards. Children are supported by a committed workforce who take the time to get to know them well.

I am copying this letter to the Department for Education.

Yours sincerely

Lisa Walsh
His Majesty's Inspector