

Bury and Rochdale Youth Justice Business Plan 2025- 2026

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Introduction, vision and strategy

Foreword from the Director of Bury Children's Services, Chair of the Youth Justice Partnership Management Board Jeanette Richards

On behalf of Bury and Rochdale Youth Justice Service, and as the Chair of the Youth Justice Management Partnership Board we are pleased to share our Youth Justice Business Plan 2025- 2026. We remain committed in our goal, to achieve excellence for all children and young people, and we continue to work with families, carers and partners to achieve our shared vision.

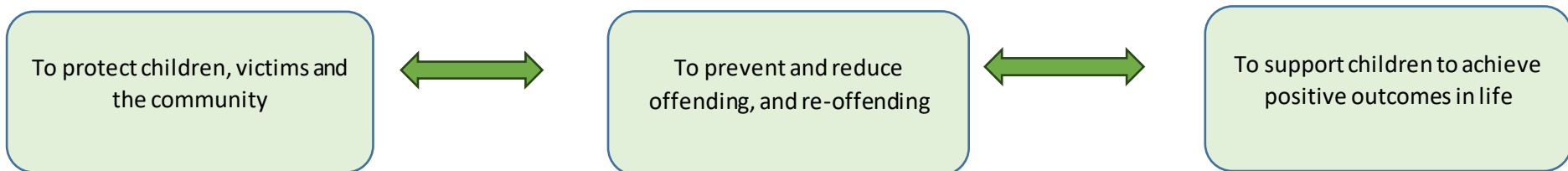
Our Shared Vision

"We want Bury and Rochdale children and young people to grow up happy, healthy, with confidence, ambition and surrounded by love, care, and kindness. We want children and young people to have the very best start in life and to thrive throughout their childhood and adolescence, and for families and carers to be supported to enable this.

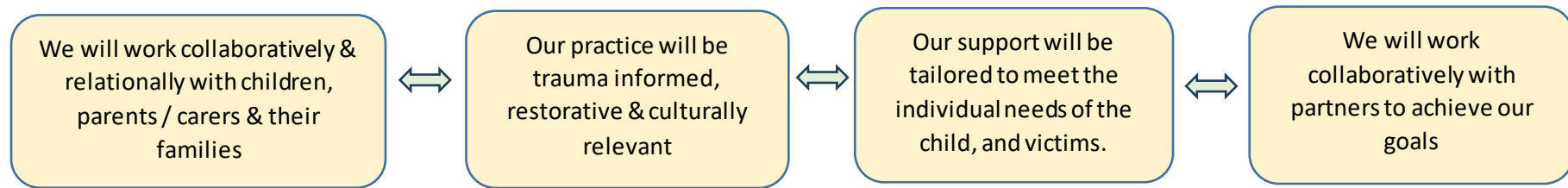
Our vision is to see the 'child and young person first' and to provide 'the right service, at the right time, in the right way'. We want to prevent our children and young people from entering the Criminal Justice System, to reduce offending and re-offending, to reduce custody, and to improve the safety and wellbeing of all those who come to us through supporting them to achieve their ambitions' and create a safer community, with fewer victims.

Bury and Rochdale Youth Justice, is committed to working holistically and collaboratively with children and young people, parents, carers, families, partners, and communities to achieve this vision".

Our Goals



Our approach



Local context

Bury and Rochdale Youth Justice Service amalgamated in 2014, and our partnership board is chaired by the Director of Bury Children’s Services, with the Assistant Director of Rochdale Children’s Services as co-chair. Strategically and operationally partners are drawn from both boroughs.

Rochdale [Census 2021]

Rochdale is known for its cultural diversity, and it offers a mix of traditional and contemporary shops, cafes and local business. Rochdale is well connected for commuters, offering direct tram services to Manchester city centre, whilst nestling in beautiful countryside. Average property prices in Rochdale are affordable, and this makes it an attractive option for first time buyers, and young families, which might be in part why the population is increasing. Rochdale continues to invest in its residents’ offering projects, and a wide range of education, training and employment related activities. However, as in many local authorities we have areas of deprivation, and our unemployment rate and economically inactive population is above the national average.

Bury [Census 2021]

Bury is known as a vibrant market town, with green spaces, affordable living and excellent public transport including the metro link tram service into Manchester. Bury has a strong community feel, with a rich heritage and cultural scene, benefitting from well-rated schools and healthcare facilities it is an attractive place for young families to live. Bury’s population has continued to increase. As with most areas Bury has areas of deprivation, and the percentage of children living in Bury in recent years has fallen.



Bury and Rochdale demographics [online census 2021]

44,740 children are between 10 & 17 years old

*78 % of the Bury and Rochdale population are White British: 22% from Black and other minority ethnic groups;
33% of the population between 10 & 17 years old are from Black and other minority ethnic groups*

49% of the population are males, and 51% female

Bury and Rochdale are ranked in the top 10% most deprived areas Nationally, with 26 % of children living in low – income families.

Local delivery

Bury and Rochdale Youth Justice Service is based in Rochdale, conveniently located near the town centre and bus station, ensuring easy access for children and young people from the Rochdale area. Prior to the amalgamation of the Youth Justice service, local young people were actively involved in designing their space at 'Fashion Corner' in Rochdale. The facility now includes several dedicated rooms, and hosts a fully equipped kitchen, a games room featuring a snooker table and gaming equipment, and a dedicated health space, providing a safe and supportive environment for children engaging with the Youth Justice Service.

In contrast, Bury currently does not have a comparable facility, with no suitable space for Youth Justice children to visit, and most interactions take place in the home or other community settings. One of the key challenges is the absence of a child-focused, 'drop-in' facility for children experiencing crisis, limiting opportunities for immediate support in a safe and welcoming environment. This matter has been raised at the Youth Justice Partnership Board and is under review. Bury children open to Youth Justice have access to the central Youth Centre, which is situated at the Town Hall, however, it is acknowledged that this is not an ideal setting, and therefore other options are currently being considered as a priority.

An understanding of our data and the profiles of children within our service enables us to identify both strengths and areas for improvement. This insight informs strategic planning and operational delivery, ensuring that we understand where we need to target resources to be most effective, and to achieve the best possible outcomes for young people. There are notable disparities in the availability of resources, Bury has reviewed their Prevention Offer and revised this, to ensure that this is comparable with Rochdale – an additional member of staff has been recruited to specifically work with our children in Year 5 and 6 at Primary School, Bury NHS ICB colleagues are currently reviewing the health offer. Some of the local challenges in delivering a 'shared' Youth Justice Service across two local authorities is addressing these inequalities which is essential to ensure that all children, regardless of their locality, receive equitable support and the chance to thrive.

The number of Bury children/interventions open to Youth Justice is lower than Rochdale, and therefore we would expect to see the comparable differential across data sets and Bury manage their prevention offer outside of Bury and Rochdale Youth Justice. However, despite the comparable differential the data indicates that we have more Bury cared for children open than Rochdale; a higher number of children with Special Educational Needs (SEN) and/or Education, Health and Care Plans (EHCPs). Going forward in 2025- 2026 resource need to be targeted to address these areas of concern. Notably Bury children are disproportionately represented in court proceedings, remand, and licence cases. We continue to work closely with the courts to ensure fair and equitable treatment for all children. *[caveat- small numbers often yield higher percentages which can be misleading]*

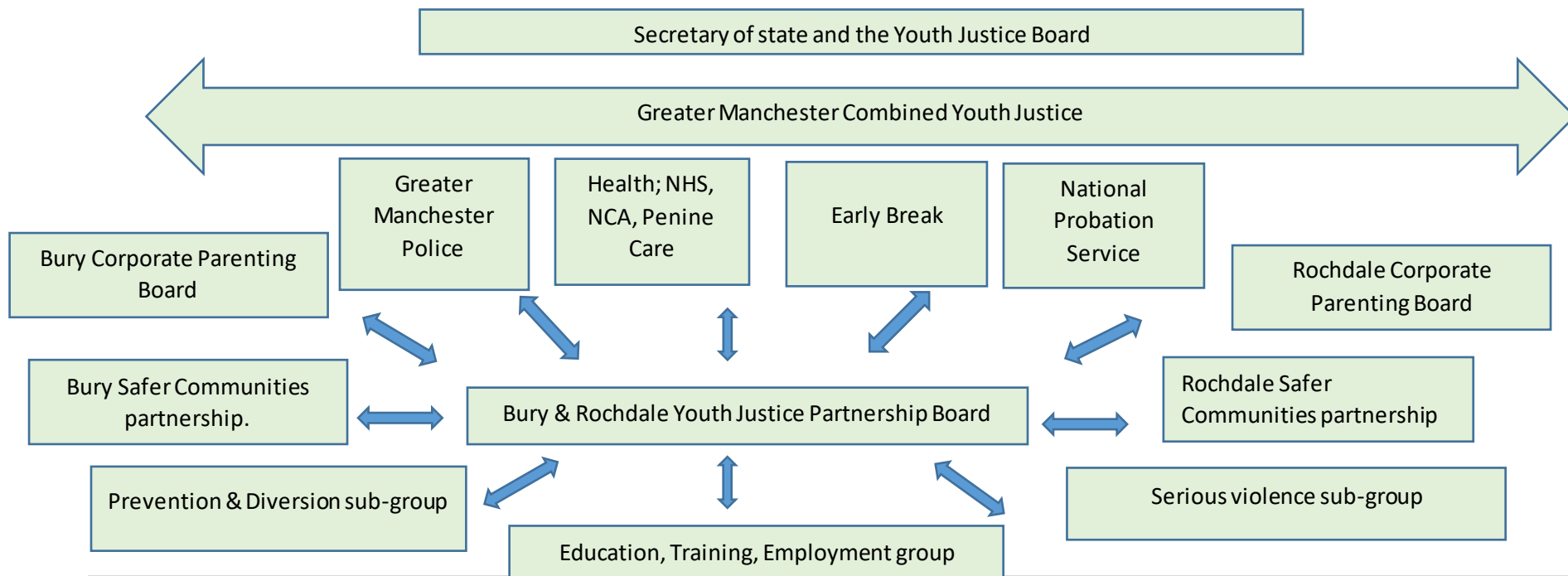
The number of Rochdale children open to Youth Justice is higher than Bury, and Rochdale specific data indicates that any disparities are comparable to the differential. In terms of ethnicity (Q4 2024/25 data), Rochdale has 15.2% more White children open to Youth Justice than Bury; Bury has 1.1% more Asian children than Rochdale; Rochdale has 2.5% more Black children than Bury; Bury has 3.6% more children identified as Chinese/Other. Notably, Bury has 9%

more Dual Heritage children open to Youth Justice than Rochdale, which indicates a higher level of disproportionality despite the difference in the number of cases.

2 Governance, leadership and partnership arrangements

Youth Justice is inspected by His Majesty Inspectorate of Prisons [HMIP], and our last inspection report rated us overall as Good [June 2020]. [An inspection of youth offending services in Bury and Rochdale](#). Youth Justice is legislated through the Secretary of State, and our performance is monitored through the Youth Justice Board quarterly performance oversight framework. Bury and Rochdale currently sit in quadrant 3: *“Service Improvement required: Investigation and analysis of the cause or nature of concerns impacting on performance outcomes for children; identify where the service may need assistance; offering advice and guidance and broker support and/or direct delivery of intervention support”*.

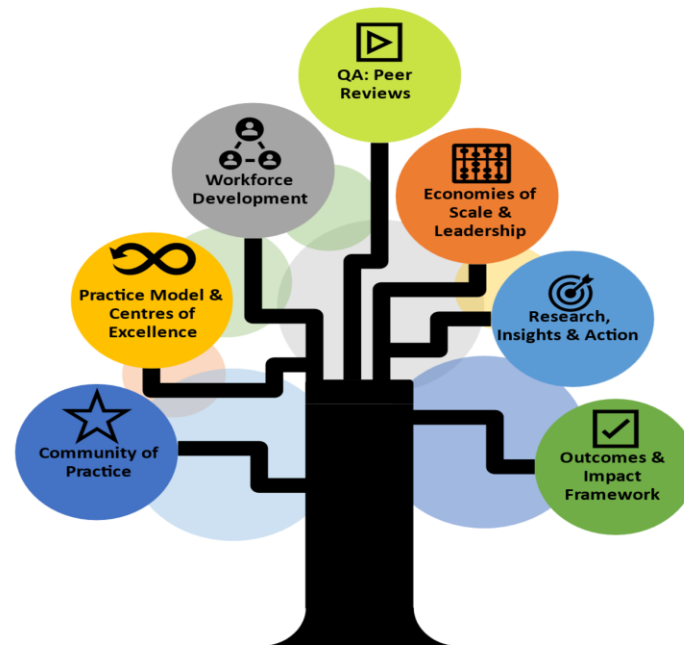
Strategic governance and partnership arrangements are overseen by the Youth Justice Partnership Board, which is chaired by the Director of Bury Children’s Services, and co-chaired by the Assistance Director of Rochdale Children’ Services. The Board currently meets’ bi-monthly and our wider strategic governance arrangements are reflected in the diagram below.



Our 10 Greater Manchester Youth Justice areas sit within devolved governance arrangements and each local authority lead works together through our community of practice led by Dr Alex Chard. Together we have developed the Greater Manchester Youth Justice Transformation Framework and plan, 2025- 2029. This reflects a shared and core set of Youth Justice Principles, Pillars and enablers, outcomes and priorities, and has been informed by children and young people, some of whom open to Bury and Rochdale Youth Justice. Through our Greater Manchester coordination hub, we will ensure that we learn from one another, share innovative practice, and more importantly improve outcomes for children and keep victims and communities safe. Our plan going forward is to develop a peer review model across Youth Justice Services.

A Youth Justice Coordination Hub

Growing the capability and capacity to work smarter across services and systems in Greater Manchester.



Our Greater Manchester principles are to 1] advocate for children, 2] hear their voice 3] be trauma responsive 4] strengthen communities and support victims 5] have an innovative mindset 6] collaborate and co-design 7] support children through early intervention and preventions 8] be evidence led 9] be professionally curious 10] leave nobody behind.

Our Greater Manchester pillars of delivery will focus on 1] harm and risk reduction 2] resilience and engagement 3] safety and protection 4] stability and wellbeing.

Our Local operational governance and partnership arrangements are overseen by Rochdale Children's Services. Our Head of Service, recruited in April 2025 leads and manages Rochdale Complex Safeguarding Service, missing from home/care service, and Bury and Rochdale Youth Justice Service. Bury and Rochdale Youth Justice have 2 full time Team Managers, and 2 full time Advanced Practitioners that lead and manage the team [*please see appendix 1 for full staffing structure and financial contributions*]

Seconded partnership arrangements are not equitable across Bury and Rochdale Youth Justice as per the table to the left below. This has been escalated and is under review at the Youth Justice Partnership Board.

Integrated partners



Agency / Partner	Bury	Rochdale
Police	Police officer	Police officer
Health	Nurse	Nurse
	-	CAMHS
	-	SALT
Education		
Pre 16	-	EWO
Post 16	Connexions	Positive Steps
Probation Officer	Yes [vacant]	
Serious Violence	Yes	
REMEDI/Victim	Yes	

Local Partnership Arrangements: *Bury and Rochdale have their own Early Help/ Family Help offer; and Voluntary, Community and Faith sectors that children, young people and families can access.*

Rochdale Connexions Trust: *provides mentoring to YJ children across Bury & Rochdale.*

REMEDI: *delivers Bury & Rochdale YJ victim service / reparation.*

Early Break: *working with children and families affected by substance misuse across Bury & Rochdale.*

Positive Steps: *Working with Rochdale school leavers to support in ETE.*

Connexions: *Working with Bury school leavers to support in ETE.*

PPIED: *is an approach used across Bury and Rochdale*

Turnaround: *is an approach used across Bury and Rochdale. Bury manage their own Turnaround.*

Serious Violence: *our children have access to the virtual reality decision making programme [virtual headsets] to address knife related behaviours. We also support children in school through our preventing exclusion programme for knife / weapon related behaviours.*

Complex Safeguarding: *Both Bury and Rochdale have a complex safeguarding and missing service*

Local quality assurance arrangements: We align with Rochdale Children's Services quality assurance framework.

Team Managers submit a case file audit each month, consisting of a reflective conversation with the practitioner, child, and their parent / carer to ascertain their view of the service.

Advanced Practitioners jointly complete a themed 'dip sample', and/or a quarterly themed in-depth audit.

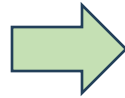
Team Managers each submit a monthly performance report, detailing analysis of data; learning from audits, supervisions completed, and staffing matters; areas to celebrate and areas to reflect on and develop.

The Head of Service holds a Quality and Performance Clinic each month with the Team Managers and Advanced Practitioners

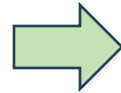
The Head of Service attends a Quality and Performance Clinic each month with the Assistant Director of Rochdale Children's Services.

'Close the loop' learning from the Audits is presented at the team bi-monthly alternate 'team meetings' and 'team development afternoons'

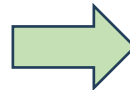
The Head of Service chairs 1 x service development afternoon each month with the Team Managers and Advanced Practitioners to review the service 'improvement' plan and prepare for forthcoming inspections.



This approach has supported us to hear the child's voice, work collaboratively with parents, and understand our practice across themed areas.



This ensures a clear line of governance, and promote a stable workforce, understanding of data, highlighting areas of strength, and areas to improve on, which supports us to provide a consistent service for our children.



This approach has supported us to start to develop a learning culture, and our children will have the benefit of a knowledgeable and skilled workforce going forward.

Update on the previous year

Progress on priorities in previous plan

In our 2024–2025 Youth Justice Business Plan, we submitted a ‘Plan on a Page’, which served as a positive foundation for the development of a Youth Justice Improvement Plan. However, this initial work also led to the creation of additional plans, including a Youth Justice Service Plan and a Youth Justice Performance Oversight Plan. While each plan has value, the proliferation of separate documents has diluted our strategic focus and may have hindered the pace of progress we initially aimed for. Please see a review of the 2024- 2025 priorities below:

Priority 1: Governance and Leadership; We have encountered challenges in our leadership and governance arrangements. Attendance at the Youth Justice Partnership Board has been inconsistent, with some partners not routinely engaging. Additionally, there has been limited understanding, commitment, and constructive challenge regarding the information presented at Board meetings. In response, the Board has recently established three thematic sub-groups to strengthen strategic oversight and drive improvement in key areas: Prevention and Diversion – focused on reducing First Time Entrants into the Youth Justice system; Education, Training and Employment (ETE) – aimed at promoting positive engagement and reducing reoffending; and Serious Violence – established in response to data indicating a continued rise in serious youth violence. These sub-groups are still in the early stages of development, and it is too soon to assess their impact. However, we are committed to refining and strengthening their role as part of our ongoing improvement journey.

Priority 2: Prevention and Diversion: We have continued to deliver prevention initiatives through the Turnaround Programme, the Knife Crime Exclusion Programme in schools, and PPIED. Diversionary pathways remain in place and include Outcome 22, Community Resolutions, Youth Conditional Cautions, and Deferred Cautions/Prosecutions. However, a key challenge persists; there is a noticeable disparity between the number of police disposals issued and the number of referrals received by the Youth Justice Service. This highlights an ongoing need to raise awareness and understanding of the Out of Court Disposal framework among police colleagues. To address these issues, we aim to utilise the newly established Prevention and Diversion / First Time Entrants Sub-Group to strengthen collaboration, improve referral pathways, and ensure consistent application of the OOCDF framework. Additionally, we recognise the need to better understand police data — particularly the volume and characteristics of children who are: Stopped and searched, released under investigation, placed on bail, and those arrested or detained overnight. This analysis will be crucial in identifying patterns, addressing disproportionality, and ensuring that outcomes for children are fair and appropriate, and support us to reduce first time entrants.

Priority 3: Remand, Custody and Resettlement: During 2024–2025, we observed a reduction in the number of children entering custody. By Quarter 4, our custody rate was lower than the same period in the previous year and below the averages for the Northwest region, Greater Manchester, and our Youth Justice statistical family. In response to this positive trend, we have undertaken a review of our custody and resettlement processes. All children who are remanded or serving custodial sentences will be reviewed through our risk management meetings, ensuring alignment with the principles of the constructive resettlement pathway. This approach supports a more structured and rehabilitative transition for children returning to the community.

Priority 4: Victims and Restorative Justice; We are mindful of the new HMIP inspection framework, which, for the first time, introduces dedicated Victim standards. Following a review of the new expectations, we identified inconsistencies in our previous approach to victim engagement. In response, we commissioned Remedi, a specialist and experienced provider of victim services, to deliver a consistent and high-quality victim and reparation offer. This provision is still in its early stages, and we have developed a set of evaluation and outcome measures to monitor its effectiveness. Remedi will report regularly to the Youth Justice Partnership Board on the delivery and impact of the victim and reparation service. A formal review of the service will take place at six, nine, and twelve month interval to ensure continuous improvement and alignment with inspection standards.

Priority 5: Serious Violence and Harmful Sexual Behaviour; Serious violence continues to rise and remains a challenge for our service. In response, we plan to re-focus the role of our dedicated Serious Violence Project Lead, shifting from broader community safety responsibilities to a more targeted Youth Justice perspective. This includes a detailed analysis of serious violence data, examining key themes such as: locality, child characteristics, school engagement, offence type, and number and type of previous interventions. This approach aims to strengthen our understanding of patterns and 'risk' factors, enabling us to effectively target resources and interventions. We continue to deliver the virtual reality knife crime decision-making programme, which supports children in making safer choices. Additionally, the knife crime exclusion programme has been implemented in schools to raise awareness and prevent escalation. However, we recognise the need to improve our ability to track, monitor, and evaluate these initiatives. Developing a robust evaluation framework will help us understand what is working well, what is not, and inform a clear, evidence-based action plan moving forward.

Harmful Sexual Behaviour (HSB); Our Harmful Sexual Behaviour Policy has been recognised as an example of good practice by the Youth Justice Board and is featured on their national resource hub. The policy is also embedded within Tri.x CSC Greater Manchester, and local procedures. Children benefit from a well-structured, consistently delivered and regularly reviewed HSB intervention offer, ensuring a high standard of support and safeguarding.

Priority 6: Quality Assurance and Workforce Development; We have commissioned 'SHOUT' to support our engagement and participation work, completing two out of three surveys to date. Additionally, we have agreed an honorarium for a dedicated staff member to lead on developing this area further. Our next steps involve analysing the survey findings to identify emerging patterns and themes and use this insight to shape service delivery. We are committed to adopting a 'You Said, We Did' approach to demonstrate how children's voices influence our practice and decision-making. We currently capture the voice of the child through a range of mechanisms, including case file and conversational audits, feedback self-assessments, referral order panels, and review processes. However, we recognise the need to strengthen our analysis and develop clear actions that ensure children's feedback meaningfully informs service development. We submit monthly case file audits and conduct themed audits to support continuous improvement. In the coming year, we will focus on embedding learning from our quality assurance processes and evaluating the impact of these improvements on children, victims, and the wider community.

Performance over the previous year

National Key Performance Indicators

Across 2023–2024, we achieved a slight reduction in the number of First Time Entrants (FTEs), reducing from 113 to 102, which reflects our continued efforts in promoting alternatives. Our reoffending binary rate at Quarter 4 of 2023–2024 was also positive, outperforming regional and national comparators: Our rate: 17.0% (9 of 53 children reoffended, committing 38 offences), Northwest average: 28.2%, Greater Manchester average: 21.6%, and our Youth Justice Statistical Family average: 31.1%. While the number of children in custody or held on remand has increased during 2024, our rate remains below all comparator groups: Our rate: 0.09, Northwest: 0.12, Greater Manchester: 0.12, Youth Justice Statistical Family: 0.11. These figures reflect improved performance in these areas, though the rise in custodial cases highlights the need for continued focus on early intervention and robust community alternatives.

Reporting period	First Time Entrants	Reoffending rates	Custody & Remand
January – December 2023	113	Binary 17% Frequency 4.2%	4
January – December 2024	102	Data not available	6

Local Key Performance Indicators

KPI 1 Accommodation	<i>The number of children in suitable accommodation at the end of their intervention has been high, and relatively consistent across each quarter in 2024- 2025, Q1 95.8%: Q2 100%: Q3 100% and Q4 97%. Our target will always be 100%.</i>
KPI 2 ETE	<i>On average 50 % of children were in suitable education, training or employment at the end of their intervention, which is lower than we would like. We now have a dedicated ETE sub-group that reports to the Board.</i>

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KPI 3 SEND/ EHCP	<i>77 children open to YJ in 2024- 2025 had EHCP or SEND needs. We plan to liaise more closely with our SEND/EHCP leads.</i>
KPI 4 Mental / Emotional Wellbeing	<i>During 2024–2025, data indicates that 15 children were already receiving mental health or emotional wellbeing support prior to undergoing our screening process. An additional 9 children were identified through screening as requiring support, bringing the total to 24. However, actual engagement with support services was significantly lower, with attendance figures ranging between 3 and 9 children. This highlights a critical gap between identified need and service uptake. Moving forward, we need to strengthen pathways to ensure children have timely and equitable access to appropriate mental health and emotional wellbeing services.</i>
KPI 5 Substance Use	<i>65% of children successfully engaged in tier 2 and 3 treatments in 2024- 2025. We continue to encourage children to access our substance use services.</i>
KPI 6 OOCDS	<i>125 children have been supported through Out of Court Disposals in 2024- 2025 [referred to YJ] [data to be treated with caution]</i>
KPI 7 Management Board Attendance	<i>Throughout 2024–2025, we have prioritised the development of our Board, with a continued focus on strengthening attendance, active participation, and shared accountability. Our efforts aim to build the Board’s capacity to interpret data effectively, make informed decisions that promote equitable resource allocation, and provide a safe and supportive environment for children. Key areas of focus include serious violence, education, training and employment (ETE), prevention and diversion, first-time entrants, and reducing reoffending rates. The Chair of the Board has appropriately escalated concerns to partners, reinforcing our collective commitment to continuous improvement and our ambition to achieve excellence.</i>
KPI 8 Wider Services	<i>A significant number of our Youth Justice cohort are also engaged with wider support services. In 2024–2025, 27 children were open to Child in Need plans, 22 were cared for children, and 7 were supported through Child Protection plans — representing approximately 30% to 35% of our overall cohort. We continue to work closely with Social Care and Early Help services to ensure that children receive timely and coordinated support at the earliest opportunity</i>
KPI 9 Serious Violence	<i>We have continued to observe an upward trend in the number of children involved in serious violence offences. Between October 2023 and September 2024, 23 children were responsible for 39 such offences. A consistent pattern has emerged, with Robbery, Attempted Robbery, Knife Crime, and Violence Against the Person being the most prevalent offence types. Our serious violence rate currently stands at 8.3, which is above the average for our Youth Justice family [6.4] but remains below</i>

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	<i>the Greater Manchester average. We are actively analysing these trends to inform targeted interventions and multi-agency responses through our serious violence sub-group.</i>
KPI 10 Victims	<i>148 Victims out of 161 consented to be contacted by us in 2024-2025. We have commissioned REMEDI, victim services to provide this service through 2025-2026.</i>

Risks and issues

We continue to face challenges which are discussed at our Youth Justice Board performance oversight meetings. We will remain focused on the following areas:

Youth Justice Management Partnership Board

Risk: *Attendance is inconsistent, and this has led to a lack of focus on Leadership and governance, and key areas around serious violence, prevention & diversion, first-time entrants, and re-offending.*

Reflections: *Attendance has been escalated by the chair of the Board, and a key stakeholder meeting held to improve that. The membership has been revisited; sub-groups have been implemented and the Youth Justice Board has supported in the delivery of development sessions. The Head of Service will complete a scoping exercise focusing on the Board understanding of HMIP leadership/ governance/ and partnership services standards for further development.*

Partnership Services: Inconsistent resource for children between Bury and Rochdale

Risk: *Bury and Rochdale Youth Justice children do not have the same access to resource. Bury Youth Justice children do not have a dedicated Children Adolescent Mental Health practitioner; Educational Welfare Officer; or a Speech and Language Therapist. Bury children do not have a child appropriate place and space in Bury.*

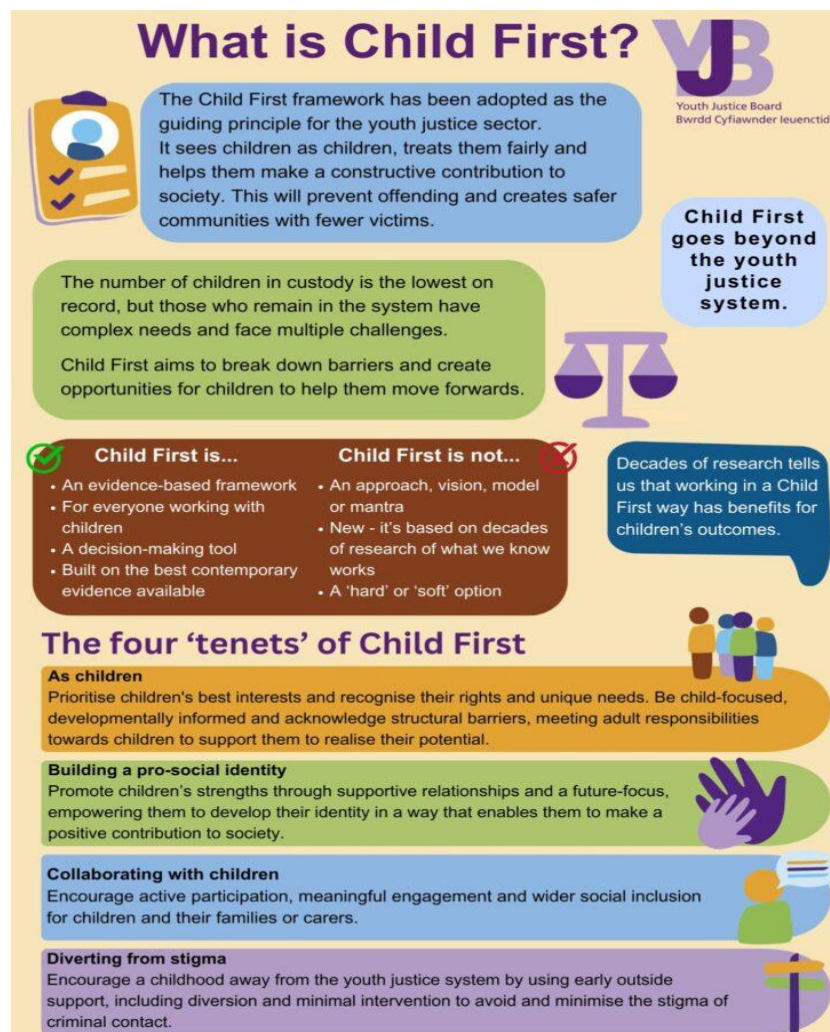
Reflections: *This disparity has been raised at the Youth Justice Management Partnership Board, but not yet resolved. We need to reflect further on the impact that this has on our Bury children and provide evidence of this to the Board.*

Risk: *we do not currently have a seconded probation officer for our children who are transitioning to adult services*

Reflections: *we have worked closely with the probation service who will financially remunerate for the post. This is a temporary measure, and the probation service are actively sourcing a probation officer, and probation service officer to fill the vacant post.*

PLAN FOR THE COMING YEAR

CHILD FIRST



Bury and Rochdale Youth Justice: our Child First approach alongside the Greater Manchester principles [referred to on page 8]

As Children: We continue to create a culture that focuses on the child, their lived experience and social graces, and promote organisational and practice responses to the child first, and behaviour second. We will promote training. Our aspiration is for all of our practitioners to understand the impact of adverse childhood experiences, and be Trauma informed, understanding and advocating for their rights with our partners, including the Court.

Building a pro-social identity: We remain committed to our practice values, principles, and core behaviour and are ambitious for our children. We will support them to be aspirational, focus on their individual social graces, strengths, and build their confidence through creative approaches. Our ambition is to develop our 'resource directory', through our VCFS so that we create systemic 'expertise' and support for children.

Collaborating with children: Many of our children have learnt to mistrust professionals, and services and we struggle to engage them. We will persist to implement an engagement group. We are committed to creating different approaches to hear our children, and use their voice to shape our service, adopting a 'you said' 'we did' approach.

Diverting from stigma We use 'PPIED' and Turnaround approaches to identify, and support children at the earliest time. Our multi-agency processes enable us to work with partners to identify children who might benefit from mentoring, and out of court disposals, and are able to offer targeted support through SALT, Education, Health, Substance Misuse, CAMHS, and Social Care to reduce the likelihood of criminalisation and promote social inclusion. We are further supported by the GM Transformation programme, to divert children from custody, and prevent criminalisation. Our ambition is to promote our service to wider services and develop practice in line with a family's first model.

Resources and Services



AND ...



We will use our Youth Justice Board grant to support the funding of core staff, ensuring the consistent delivery of service for children across Bury and Rochdale. Continued investment in staff training will further strengthen the knowledge and skills of our workforce, enabling us to better meet the diverse needs of the children we support and improve outcomes across the partnership

We will continue to fund a dedicated lead professional to oversee our Serious Violence Project. This role is pivotal in driving efforts to reduce serious violence, safeguard victims and the wider community, and promote positive outcomes for children. Over the next 12 months, the project lead will be responsible for the implementation and evaluation of the *Round Midnight* virtual reality knife crime decision-making programme. This innovative initiative combines creative arts with educational technology to engage young people in immersive, meaningful learning experiences that challenge perceptions and influence safer choice. [Round Midnight - Creative arts and EdTech](#); and our school prevention / exclusion programme.

Our grant will also support the appointment of dedicated staff and approaches to strengthen the voices of children and parents/carers. This will underpin the development of our engagement and participation strategy, which includes commissioning surveys, exploring innovative approaches to reach children, and ensuring access to safe and inclusive spaces—aligned with the principles of the Lundy model of participation. By embedding their voices into our service design and delivery, we aim to ensure that our interventions are responsive, inclusive, and targeted where they are most needed.

We remain firmly committed to investing in early intervention and prevention initiatives. Our focus will be on strengthening partnerships with Family Hubs and wider agencies, while developing a clear and recognisable *Children and Families First* brand. This will be supported by developing a communication strategy, and co-designing informative leaflets, targeted promotional materials streamlined referral pathways, These efforts are designed to ensure that children and families receive timely, accessible support at the earliest opportunity

Finally, the grant will support services for victims and facilitate reparation opportunities for children through our commissioned partner, REMEDI, which provides restorative justice and victim support services. [What We Do: Victim Services | Remedi](#)

BOARD DEVELOPMENT



Domain one- organisational delivery
[Youth Justice Services – HM
Inspectorate of Probation](#)

Bury and Rochdale Youth Justice Partnership Board: Governance and Strategic Updates

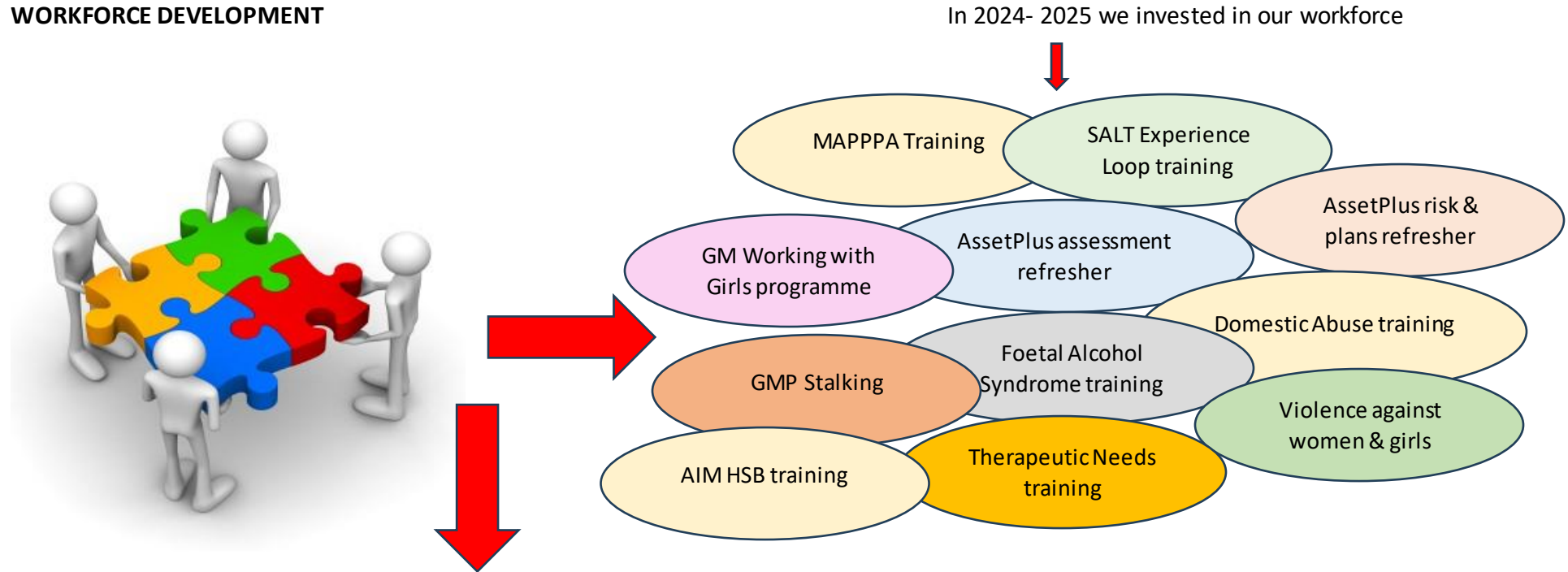
The Bury and Rochdale Youth Justice Partnership Board has encountered several challenges, including inconsistent attendance from key stakeholders, limited scrutiny of priority areas, and concerns regarding the seniority of Board representation. These issues have been formally escalated by the Chair and addressed with the support of our Youth Justice Board (YJB) regional lead, who facilitated a development session aimed at strengthening governance and strategic alignment.

To enhance operational effectiveness, we have established thematic sub-groups focusing on key priority areas: prevention and diversion/first-time entrants, serious violence, and education, training, and employment (ETE). Although these groups are in the early stages of development, our immediate focus is on improving data interpretation and providing clear strategic direction to drive meaningful outcomes for children engaged with Youth Justice services.

Operating a dual-authority Youth Justice service presents inherent complexities, particularly in achieving equitable resource allocation across both local authorities. This issue has been escalated, and the Chair has engaged with senior stakeholders, the YJB regional lead, and the Head of Service to raise concerns. We remain committed to addressing this challenge through ongoing dialogue and collaboration at Board level

2025- 2026 *In the coming year, we will undertake a self-assessment with Board members, aligned with HM Inspectorate of Probation (HMIP) expectations for leadership, governance, and partnership working as outlined in the Inspection Framework. This reflective exercise will support the identification of development areas and ensure the Board is well-positioned to provide effective oversight and strategic support for Youth Justice services.*

WORKFORCE DEVELOPMENT



We will remain committed to ongoing investment in our workforce to ensure resilience, reflective practice, and continuous professional development. Personal supervision will continue to support staff wellbeing and resilience, while reflective case supervision will be used to promote best practice and learning. Practitioners are encouraged to engage in continuous development through their annual DELVE conversations, which provide a structured opportunity to reflect on progress and identify growth areas.

In 2025–2026, we will undertake a comprehensive training needs analysis to assess levels of confidence and competence across the workforce. This will enable us to tailor our training offer to meet identified needs of staff.

In addition, we will consider findings from national, regional, and local audits to identify learning gaps and implement training in response to recommendations. A particular focus will be placed on strengthening the ‘golden thread’ across assessment, planning, intervention delivery, review, and case closure. This includes embedding an understanding of social graces, enhancing the quality of written work, and promoting the use of child-centred, strengths-based language.

EVIDENCE BASED PRACTICE AND INNOVATION



We are actively engaged in the Greater Manchester Remand Pilot, which commenced in 2023. The initiative seeks to consolidate remand funding across the ten Greater Manchester Youth Justice Services to explore whether a pooled approach can facilitate investment in innovative community-based alternatives to secure remand for children. A range of creative proposals are currently being considered for the 2025–2026 remand underspend, and we remain committed to supporting this progressive and collaborative approach.

We are actively involved in the Greater Manchester Youth Justice Community of Practice, which has played a key role in shaping the Greater Manchester Youth Justice Transformation Framework 2025–2029. This framework represents a distinctive regional approach that enables collaborative service co-design and the sharing of best practice across the sector.

We are working towards developing our engagement and participation strategy, which reflects the evidence-based Lundy Model of Participation. This will provide a rights-based framework for engaging children in decision-making processes. It emphasises four key elements: Space, ensuring safe and inclusive opportunities for children to express their views; Voice, supporting them to articulate their perspectives freely; Audience, ensuring their views are actively listened to; and Influence, demonstrating how their input has informed outcomes. Our plan is to develop an engagement group, and different approaches to capture the child's voice so that we can use this to have a tangible impact on the services and decisions that affect their lives.

Serious violence remains a concern for us, and in response, we have commissioned the Virtual Reality Knife Crime Decision-Making Programme. This innovative initiative has garnered substantial interest from researchers and evaluators and is supported by the Department for Education. We also recognise that sustained engagement in suitable Education, Training, or Employment (ETE) is a key protective factor against offending. In partnership with community safety, we have implemented the Knife Crime Exclusion Programme, which aims to support young people at risk of exclusion due to knife-related incidents. Together, these initiatives are designed to foster positive behavioural change, reduce the risk of reoffending, and enhance safety for victims and communities alike.

We continue to apply the PPIED and Turnaround approaches to provide early intervention support for children, working closely with Rochdale's 17 Family Hubs. These hubs play a vital role in facilitating early referrals, often before a child comes to the attention of the police. We recognise, however, that there is more we can do to improve accessibility and engagement. As part of this, we are reflecting on our service 'branding', acknowledging that the term 'Youth Justice' can sometimes act as a barrier for families seeking support at the earliest opportunity.

Our Harmful sexual behaviour policy and practice standards has been recognised by the Youth Justice Board as good practice and can be found on the Youth Justice Board resource hub.

EVALUATION

Audits: *In line with our internal Quality Assurance Framework, we have continued to submit monthly case file audits, incorporating feedback from children, parents, and carers. Additionally, we have undertaken targeted 'dip sampling' across key areas including Home Visits, Planning, Desistance Factors, Language, Intervention Work, our Trauma-Informed Approach, and understanding of Adverse Childhood Experiences (ACEs). The findings indicate a mix of outcomes, with some areas considered good and others requiring improvement. However, the audits also highlight inconsistencies in practice, which we are committed to addressing through ongoing reflection, training, and quality improvement measures.*



Our Out of Court Disposals (OOCd) are subject to quarterly scrutiny through the OOCd Scrutiny Panel, which includes representatives from Greater Manchester Police, the Crown Prosecution Service, Magistrates, and Youth Justice. The panel's purpose is to ensure that decision-making is appropriate, defensible, and aligned with national guidance. Feedback on our practice has generally been positive; however, areas for improvement have been identified—particularly in collaboration with police colleagues in both Bury and Rochdale—to promote a more consistent and child-centred approach across the region. We are actively involved in the development of child centred policing in relation to out of court disposals through the Greater Manchester Youth Justice lead community of practice and transforming Youth Justice plan.

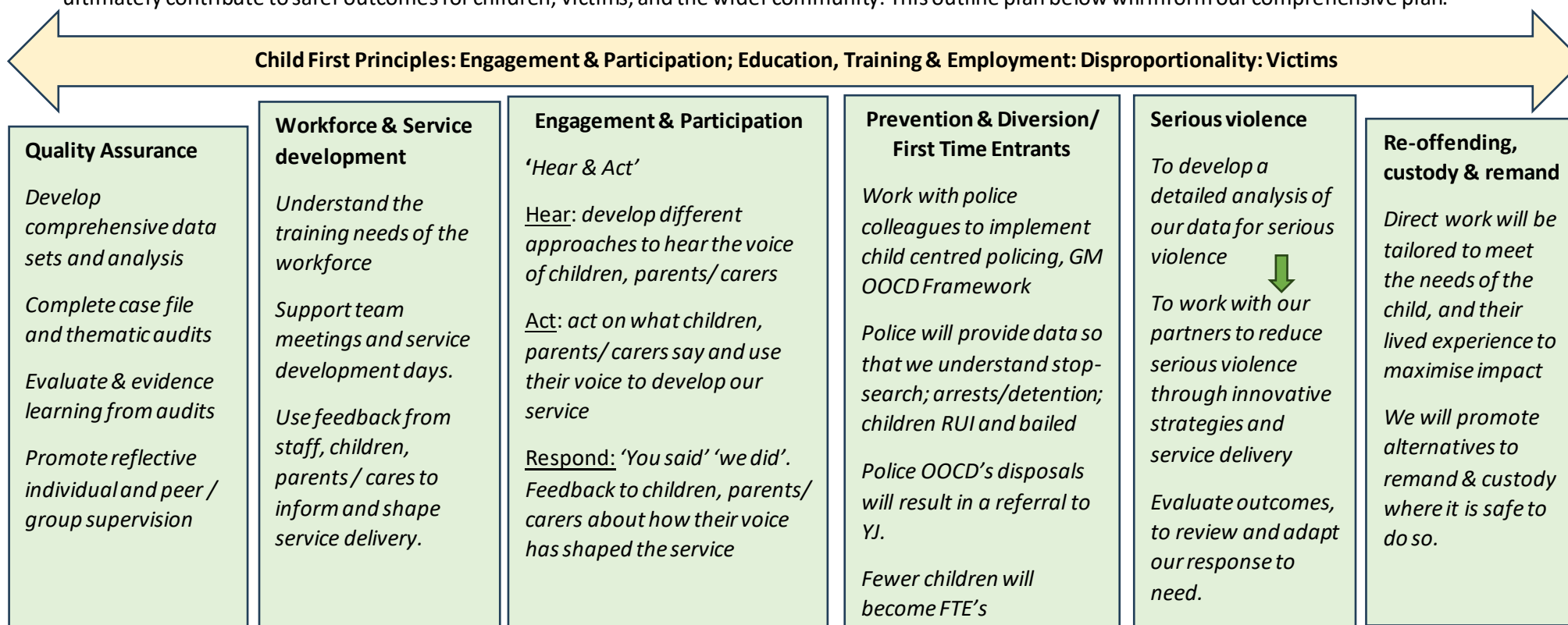
PRIORITIES FOR THE COMING YEAR: Standards for children

<p>STANDARD 1 OODC</p> <p><i>Our data indicates that not all children issued with a Community Resolution or Outcome 22 are referred to us by our police partners. This gap limits opportunities for timely intervention and tailored support.</i></p> <p>Our 2025–2026 commitment is to address this issue by strengthening referral pathways & enhancing collaboration with police colleagues to ensure that more children receive support at the earliest stage of the justice system. By doing so, we aim to reduce the number of First Time Entrants and promote more effective, preventative approaches to youth offending.</p>	<p>STANDARD 2 At Court</p> <p><i>We are committed to strengthening our quality assurance processes for children who attend Court, with a particular focus on ensuring issues of disproportionality are clearly reflected & addressed within reports.</i></p> <p><i>Wherever possible, children will be supported with a communication passport—a tool designed to help the Court understand the communication style of the child appearing before it.</i></p> <p><i>All children & families will receive an information leaflet explaining Court procedures and Youth Justice processes to help demystify the system, reduce anxiety, & support engagement.</i></p>	<p>STANDARD 3 In the community</p> <p><i>Our approach to supporting children will be grounded in Child First, strengths-based, & trauma-informed principles, engaging with children in safe places.</i></p> <p><i>We will adapt our practice to meet the unique needs of each child, delivering services in a way that respects & reflects their individual identity, background, & social graces.</i></p> <p><i>Our records will be written to the child—using accurate, non-blaming, & appropriate language, ensuring our communication is respectful & reflects the child’s voice and journey</i></p>	<p>STANDARD 4 In secure settings</p> <p><i>We remain committed to providing timely & accurate information to the secure estate to support the safety & wellbeing of children.</i></p> <p><i>Children will be seen regularly to maintain trusted relationships with their practitioners, offering continuity of care & emotional support.</i></p> <p><i>We will advocate for family, supporting families to maintain contact with their child wherever possible.</i></p> <p><i>We will advocate access to ETE opportunities to support continuous learning. Accommodation will remain a key focus</i></p>	<p>STANDARD 5 On transition & resettlement</p> <p><i>We will embed the principles constructive resettlement in our risk management processes; [pre-sentence stage to post-custody]. This will enable us to address areas of concern and actively promote protective factors to support long-term desistance and positive outcomes.</i></p> <p><i>We will work in partnership with colleagues from the NPS to strengthen transitions for children aged 17 + to ensure our young people receive the right support as they transition into becoming a young adult</i></p>
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SERVICE DEVELOPMENT

As a Youth Justice service, we operate within a framework shaped by legislation, governing bodies, and external inspection standards. In addition, we are accountable to our wider Children's Services directorate through internal assurance processes, all of which are designed to drive continuous improvement and deliver excellence for the children we support. Looking ahead to 2025–2026, we are committed to evolving and modernising our Youth Justice offer to ensure it remains responsive, relevant, and aligned with the current and emerging needs of our children and young people.

Throughout 2024–2025, we have remained in Quadrant 3, and our focus moving forward is to return to core principles —understanding our data in depth, gaining deeper insight into the lived experiences of our children, and fostering a culture of continuous learning. By doing so, we aim to address key areas for development and strengthen our practice. This approach will help us promote safety and stability, support children in achieving positive change, and ultimately contribute to safer outcomes for children, victims, and the wider community. This outline plan below will inform our comprehensive plan.



NATIONAL PRIORITY AREAS

Certain groups of children continue to be over-represented within Youth Justice and across wider services. While we do not control the referrals made to us, we recognise that children from specific backgrounds — such as those from minoritised ethnic groups, those with SEND or EHCPs, children in care, or those already known to other services — may be disproportionately referred in, and, as a result, over-represented. It is essential that we understand which groups are affected and why, so that we can engage with these children in ways that are meaningful, respectful, and responsive to their lived experiences. This understanding is key to delivering equitable and inclusive support. Bury and Rochdale have observed an over-representation in the groups below.

Ethnicity

Ethnicity	Total Caseload		Total Caseload%	
	Bury	Rochdale	Bury	Rochdale
White	34	77	54.8%	70.0%
Asian	8	13	12.9%	11.8%
Black	3	8	4.8%	7.3%
Chinese/Other	5	5	8.1%	4.5%
Mixed	9	6	14.5%	5.5%
Unknown	3	1	4.8%	0.9%
Total	62	110	100%	100%

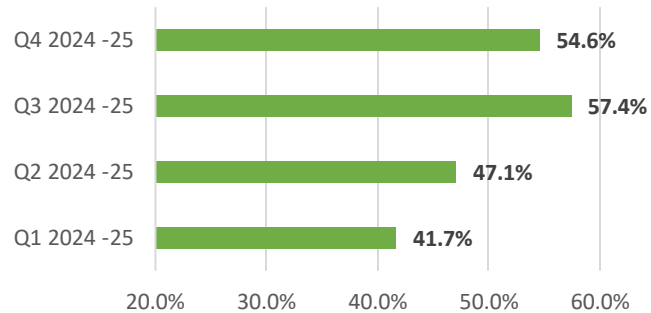
[Data is showing open interventions between Q4 2024-2025]

There remains a disproportionate overall picture across some ethnic groups with 35.5% of our Youth Justice Service children from Asian, Black or Mixed heritage, although this is based on small overall numbers, it is prone to fluctuation and can be misleading unless viewed over much longer time periods based on higher overall numbers.

2025-2026 plan: *To design and implement our disproportionality policy and quality assurance process so that we ensure that we consider diversity and equality in our Standards [OOC, Court, Community, Secure, and Transitions], through our Assessment, Plan, Delivery, Review, Closure; Supervision; Reports, and Audits. To ensure our workforce are culturally competent.*

Education, Training and Employment

% YP within YJS in Suitable ETE at the end of the intervention



Data Quarter 4 2024- 2025

Children who are open to Youth Justice often struggle with Education, Training and Employment. At the end of their intervention 54.6% of children were in suitable education. 13.95 % of children had a Statement of Educational Needs; and 10.47% had an Education Health Care Plan.

2025-2026- *We will support children to feel a sense of achievement through delivering AQA's; and advocate for children to have access to the right education, training and employment. This will include working with school to reduce exclusions, promote attendance and participation and engagement.*

Gender

Data Quarter 4 2024- 2025

The number of girls open to our Youth Justice Service has remained relatively consistent during Q1,2,3 and 4 in 2024- 2025. We have worked with the Greater Manchester working with girls' group & have identified specific areas of support that is needed, resulting in a Greater Manchester programme for girls.

2025- 2026: *We need to evaluate this programme through feedback from our girls, and reflect on what is working well, an what we need to strengthen.*

33 Girls

19.19 %

138 Boys

80.23%



Cared for children



Data Quarter 4 2024- 2025

We recognise that these children are among the most vulnerable, often having experienced significant adversity and trauma. At Quarter 4, two of the twenty cared for children had committed offences within their care setting. In alignment with child-centred policing principles, we continue to advocate for Out of Court Disposals (OOCs) wherever it is safe and appropriate to do so. All children are screened prior to court appearances to assess whether an OOC can be pursued as an alternative to formal proceedings.

2025–2026, we are committed to strengthening our advocacy for cared for children. This includes developing joint supervision and audit arrangements for those assessed as posing a high risk of reoffending and/or serious harm to others, ensuring a more coordinated and trauma-informed response.

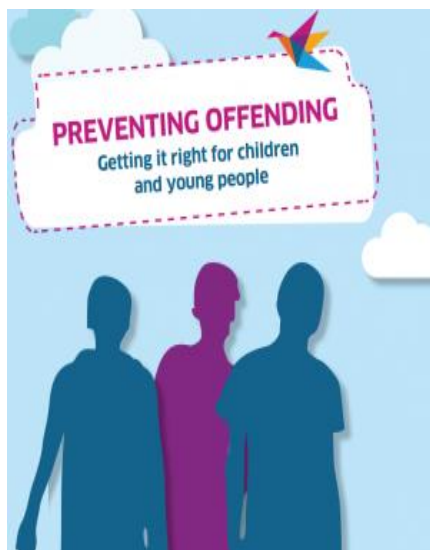
Policing: We have two full time seconded police officers representing Bury and Rochdale in our service

We continue to face challenges in fully implementing child-centred policing & the OOC framework across Bury and Rochdale. One of the key barriers is limited police data, & the data that we do receive highlights significant gaps between the number of recorded disposals & the number of children referred for Youth Justice support. For example, in Quarter 4, 172 crimes were recorded (with some children linked to multiple offences), yet only 32 referrals were made to Youth Justice during the same period.

2025–2026, we are taking a proactive approach to address these issues. We are escalating concerns through our partnership board and directly with police colleagues. We have formally requested a monthly data set from the police, advocated for additional training for frontline officers, and committed to refreshing our local joint working arrangements in line with NPCC guidance. Additionally, we will be developing a clear escalation pathway to strengthen governance and accountability. These actions aim to reduce the number of First Time Entrants (FTEs) and ensure children receive timely and appropriate support.



Prevention



Bury Local Authority complete their own Prevention & Turnaround support.

At Quarter 4 of 2024–2025, 40 children (27.21%) were open to our Rochdale Prevention Service. Of these, 25% were supported through school-based prevention [Knife Crime Exclusion Programme], 55% through the Turnaround programme, 7.5% through other mentoring-based prevention support, and 12.5% for Harmful Sexual Behaviour (HSB) prevention. We continue to deliver both PPIED and Turnaround interventions and work closely with partners to prevent children from entering the criminal justice system. We have begun to strengthen our collaboration with Family Hubs, with referral pathways becoming more embedded and our attendance at Family Help Panels increasing. Additionally, we have aligned Youth Justice single points of contact with neighbourhood teams, although further work is needed to consolidate this approach. We continue to work closely with Bury prevention service.

2025–2026, our priorities include: Reviewing policies and collaborative working arrangements with partners: Strengthening feedback mechanisms from children, parents, and carers: Developing an evaluation process to assess the impact and effectiveness of our prevention offer: Enhancing collaboration with the Youth Service to support targeted outreach work: and continue to work across Greater Manchester to understand and improve our connectivity with Young Future Hubs.

Diversion



Data 2024- 2025

During 2024–2025, we supported 123 children through OOCDS (YCC) – 21, (YC) – 39, (CR) – 42, and Outcome 22 – 2. We continue to observe a higher number of Rochdale children receiving OOCDS compared to Bury, even when accounting for differences in overall caseloads. Our OOCDS are scrutinised at an external panel [CPS, Police & YJ] & are observed to be appropriate.

2025–2026– our priorities are outlined in the policing section above, and outline plan but also include: Reducing the number of children receiving multiple Community Resolutions or Outcome 22s before being referred to Youth Justice: Ensuring that children issued with a police disposal are referred to Youth Justice for appropriate support: Promoting the full use of available disposals, including deferred cautions and deferred prosecutions: Further developing the multi-agency Joint Decision-Making Panel to streamline processes, ensure child-focused decision-making, and support positive outcomes: and establishing a robust evaluation framework to better understand our strengths and areas for development. These actions are aimed at reducing First Time Entrants, supporting early intervention, and enhancing safety for children, victims, and communities.

EDUCATION



% in Suitable ETE at the end of the intervention	Outcome
Q4 2024 -25	54.6%
Q3 2024 -25	57.4%
Q2 2024 -25	47.1%
Q1 2024 -25	41.7%

Child	Q1	Q2	Q3	Q4
SEND	17	19	17	24
EHCP	13	14	11	18

Our data tells us that on average 51.55% of our children were in suitable education, training, or employment related activity during 2024- 2025. 'Suitable' is defined as a minimum of 25 hours per week of school or with a training provider for school age or 16 hours minimum of paid employment, training, college or volunteering.

Overall, we have seen an increase in the number of children who have complex support needs and have a statement of education needs and disabilities, and / or an Education Health Care Plan.

Our Rochdale children have access to our education welfare officer who liaises closely with education providers to promote the right opportunities to learn. Bury children do not.

We continue to work closely with Bury Connexion and Rochdale Positive Steps to support our young people into education and training opportunities.

We have liaised with our Speech and Language Therapist and developed a 'communication passport' for our children who are diagnosed neurodiverse. This can be used in Court, so that Judges/Magistrates are aware of communication needs.

2025 – 2026 – Our Youth Justice Partnership Board recognises that access to education, training, and employment (ETE) is a critical protective factor that supports children in achieving positive outcomes & reduces the risk of reoffending. We have established a dedicated ETE sub-group to drive strategic direction and operational improvements. This group is focused on increasing the number of children in suitable provision, reducing school absence, and preventing exclusions. Our aspirations include securing access to a dedicated Education Welfare Officer for Bury children, deliver AQA-accredited programmes to foster a sense of achievement, and developing creative and innovative learning opportunities for children who face challenges in traditional academic settings. These efforts are designed to ensure that all children have the opportunity to thrive and succeed in education and beyond.

Restorative approaches and victims



Youth Justice TOOLKIT

A Community-Led Restorative Justice Approach



REPARATION



Data 1.4.2024 – 31.3.2025

We are committed to ensuring that victims are heard & that their experiences inform our work. A total of 161 victims provided consent for their information to be shared with the police. Of these, 91% agreed to be contacted by our team, & 63% engaged in discussions around restorative justice opportunities. Among those who consented to contact, 70% were consulted for their views prior to OOC & court disposals. Notably, 61% expressed a desire to be kept informed about the child's progress. All victims were kept updated throughout the process. [The Code of Practice for Victims of Crime in England and Wales and supporting public information materials - GOV.UK](#)

In alignment with the newly developed Victim Standards under the updated HMIP Inspection Framework, we commissioned REMEDI to deliver specialist victim-related services. This initiative ensures our practices are consistent with both the Victims' Code and HMIP standards. While this service is still in its early stages, it has involved several planning meetings to establish clear expectations and parameters.

Looking ahead to **2025–2026**, we have appointed a dedicated Team Manager to lead this area of work. The service will remain under continuous review to ensure its effectiveness and alignment with best practice.

Remedi have started to foster relationships with several organisations in the community to broaden our reparation offer and have developed relationships with Trinity Community foodbank, youth club and veteran's breakfast: Radcliffe litter pickers; growing together Radcliffe; Nature Wild: Little Britain Anglers; the Rock shopping centre; Rochdale AFC; and the Canal and River trust. Going forward we need to develop an evaluation framework to understand the impact of these projects.

Serious violence, exploitation and contextual safeguarding

Data year ending December 2024

There were 48 recorded serious violence offences involving children, representing an increase of 26 compared to the same period the previous year. The rate of serious violence per 10,000 of the general 10–17 population rose to 10.3%, an increase of 5.6%. Robbery, knife-related behaviour, and violence against the person continue to be recurring themes. In response, we have appointed a Serious Violence Project Lead who works across Youth Justice and Community Safety, leading on the delivery of the Virtual Reality Knife Crime Programme and the School Exclusion Prevention initiative. The Youth Justice Partnership Board has acknowledged the rise in serious violence and established a dedicated Serious Violence Sub-Group to provide strategic oversight and drive operational change.

2025–2026, *our priorities include: monthly analysis of serious violence cases to better understand the characteristics, demographics & localities, evaluating the effectiveness of our interventions, incorporating feedback from children & their parents/carers to inform continuous improvement, undertaking rapid reviews where appropriate and embedding learning into practice, ensuring our multi-agency decision making & risk management panels consider context, challenge & support partners to ensure resources are targeted effectively and safely, with the overarching aim of reducing serious violence and improving outcomes for children and communities.*



Complex Safeguarding

Rochdale Complex Safeguarding Service and Bury and Rochdale Youth Justice share the same Head of Service, while Bury Complex Safeguarding operates under its own leadership. Both services continue to work in close partnership with the Greater Manchester Combined Authority, which brings together statutory safeguarding partners—Social Care, Police, and Health—under a unified regional approach.

Bury and Rochdale Youth Justice are aligned in principle with the Tackling Child Exploitation (TCE) eight principles, as illustrated in the diagram below. These principles underpin our approach to complex safeguarding and reflect our commitment to child-centred, trauma-informed practice. The Greater

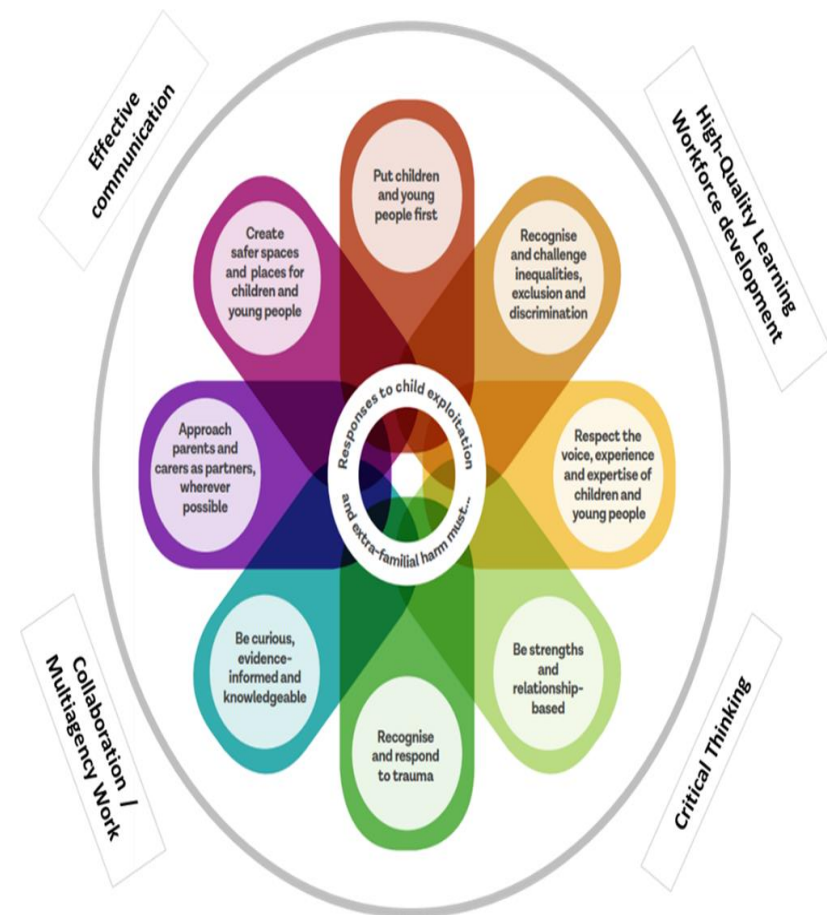
Manchester Complex Safeguarding Strategy 2024–2027 <https://www.greatermanchester-ca.gov.uk/media/2z5p0kqu/greater-manchester-complex-safeguarding-strategy-final-accessible.pdf> is delivered across four strategic pillars: Prevention and Early Intervention, Intervention and Protection, Disruption, and Recovery. These pillars closely align with the core aims of Greater Manchester Youth Justice, demonstrating a shared set of values, priorities, and delivery objectives across both services.

Bury and Rochdale have established information and intelligence-sharing arrangements; however, current data reporting routes through the Complex Safeguarding process—rather than the Youth Justice system—have led to gaps in our understanding of children who are open to both Bury and Rochdale Youth Justice and Bury Complex Safeguarding.

At the end of Quarter 4 (2024–2025), Rochdale’s Complex Safeguarding Team had 72 children open to them. Of these, 19 (26.38%) were also open to Youth Justice, with 14 (19.44%) linked to child criminal exploitation and 5 (6.9%) to child sexual exploitation. Among these children, 11 [57%] had active National Referral Mechanism (NRM) submissions: 4 [21%] with conclusive grounds, 7 [36%] with reasonable grounds, and 8 [42%] assessed as not requiring an NRM. In Quarter 1 of 2025, Greater Manchester Police made 82 child-related referrals under the Modern Slavery framework—2 from Bury and 6 from Rochdale.

Youth Justice are aware of the PREVENT and CHANNEL agenda and the head of service is the Channel Panel co-chair. Staff are expected to complete training as part of their induction.

2025–2026, we will: *Reflect on and strengthen how we report, track, and collaborate with partners on NRM submissions: Establish a clear and consistent mechanism for information exchange between Bury Complex Safeguarding and Youth Justice: and explore and implement effective joint approaches to ensure our most vulnerable children receive coordinated, timely, and trauma-informed support.*



Detention in Police custody



*We receive information daily with regards to stop and search and arrests for children across Bury and Rochdale. However, there is no specific data reporting framework in place that collates and reports on this monthly, so understanding and responding to this data in real time, for **2024 – 2025** is a challenge. [Caution; the data must only be used as a guide]*

Arrests B524 & R 358: of which 52% resulted with no further action; of the remaining children 53% were RUI and 18% bailed, 8% received an OODC, and the rest are referred to under 'other'.

2025-2026- *we continue to collaborate closely with our police colleagues to develop a monthly data set to capture characteristics and interactions with our children including: the number issued an OODC by the police, compared with those referred into Youth Justice; the number stopped & searched, arrested & detained, outcomes & the rationale behind decision making. Going forward this enhanced data collection will enable us to identify & respond swiftly to any emerging disparities & provide a foundation for constructive challenge to ensure our interventions occur at the earliest opportunity, informed by an understanding of need & demand.*

Remand



Q4 2024- 2025: *Our data shows that we have low remand rates: Notably both children are 'non-white' and have become 'cared for' as a result of their remand.*

Young People Custody Caseload Jan - Mar 2025							
Gender	Ethnicity	Area	YOI	C4C Status	Intervention Type	Offence	Outcome
M	Mixed	Bury	Barton Moss	In Care Status Unknown	Remand	False Imprisonment	Ongoing
M	Black	Bury	Wetherby	Remand LAC status	Remand	Robbery	Sentenced to DTO

As part of the Greater Manchester Remand pilot our children have an opportunity to be remanded to accommodation in the community, but we are mindful that this 'placement' meets the needs of a selected few, rather than the majority. Whilst our remand rates are low, we continue to reflect on the opportunities to support our children through alternatives to remand, or remand to the care of the local authority where it is safe to do so.

2025- 2026: *and strengthen our collaboration with colleagues in social care to develop joint assessment pathways. The children on remand will follow the same pathway referred to below.*

CUSTODY

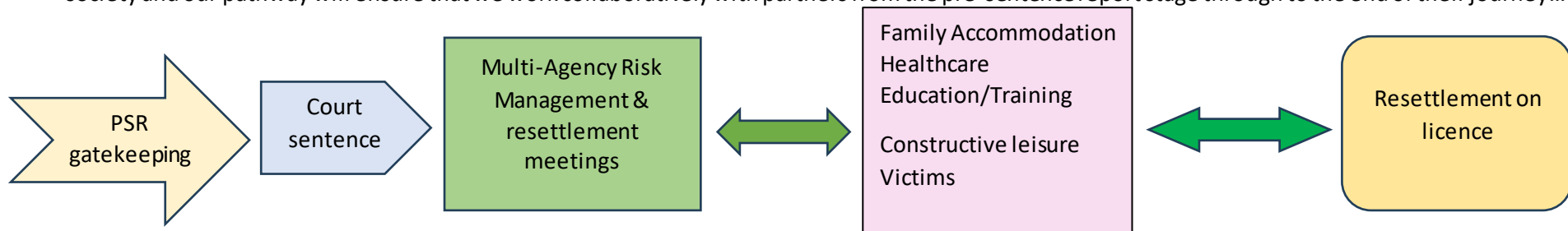


Our current rate of 0.09 is lower than the same time last year at 0.13, and is lower than the Northwest, Greater Manchester, and our Youth Justice family.

Custody rate per 1,000 per 10-17 population. Good performance is low percentage	Bury & Rochdale	Northwest	Greater Manchester	YJ Family	England
Jan - Dec 2024	0.09	0.12	0.12	0.11	0.10
Oct - Sep 2024	0.06	0.11	0.10	0.13	0.10
Jul - Jun 24	0.06	0.11	0.10	0.12	0.10
Apr - Mar 24	0.09	0.12	0.11	0.14	0.11

Between January- March 2025 we had 6 children in custody 4 of whom have been sentenced. It is clear that children are receiving custody for serious offences, however in terms of disproportionality 3 out of the 4 are 'non-white', and 1 became care experienced during their custodial term.

AND.... CONSTRUCTIVE RESETTLEMENT: We know that Children in custody are likely to be amongst the most complex and vulnerable children in society and our pathway will ensure that we work collaboratively with partners from the pre-sentence report stage through to the end of their journey...



2025-2026: we will review our pathway and develop our Multi- agency Risk & Resettlement Management meeting to include a focus on constructive resettlement so that all our children have an opportunity for individually tailored support at the outset.

Reviews are in collaboration with children and families.

WORKING WITH FAMILIES

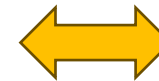
We work collaboratively with children, parents / carers and other family members to support our children to achieve positive change, and importantly to sustain that change. Bury and Rochdale work separately to deliver prevention and Turnaround, using whole family approaches. [Turnaround Programme - GOV.UK](#)

We are active members of the Early Help Panel, which provides us with valuable insight into the challenges and barriers faced by families. This engagement enables us to better target support to those most in need.

We aspire for all of our assessments and intervention plans to be developed in collaboration with parents and carers, whose feedback is actively sought during reviews and panel discussions.

Additionally, we have commissioned SHOUT to conduct three surveys to gather meaningful feedback from children, young people, and their families. We are in the analysing the information from two of the surveys, and plan to deliver the third survey imminently. This will inform continuous improvement and ensure that our services remain responsive to their needs and experiences.

2025 – 2026 - *To further strengthen communication and transparency, we will develop accessible leaflets for children, young people, and their families that clearly outline our services and support offer. The feedback provided through the 'SHOUT' surveys will inform our activity in the coming year.*



Sign off, submission and approval

Youth justice plans, in England only, must be signed off by the full council in accordance with 'Regulation 4 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000'.

Jeanette Richards

Director Children Services Bury

Chair Youth Justice Management Board



Signature

Abu Siddique

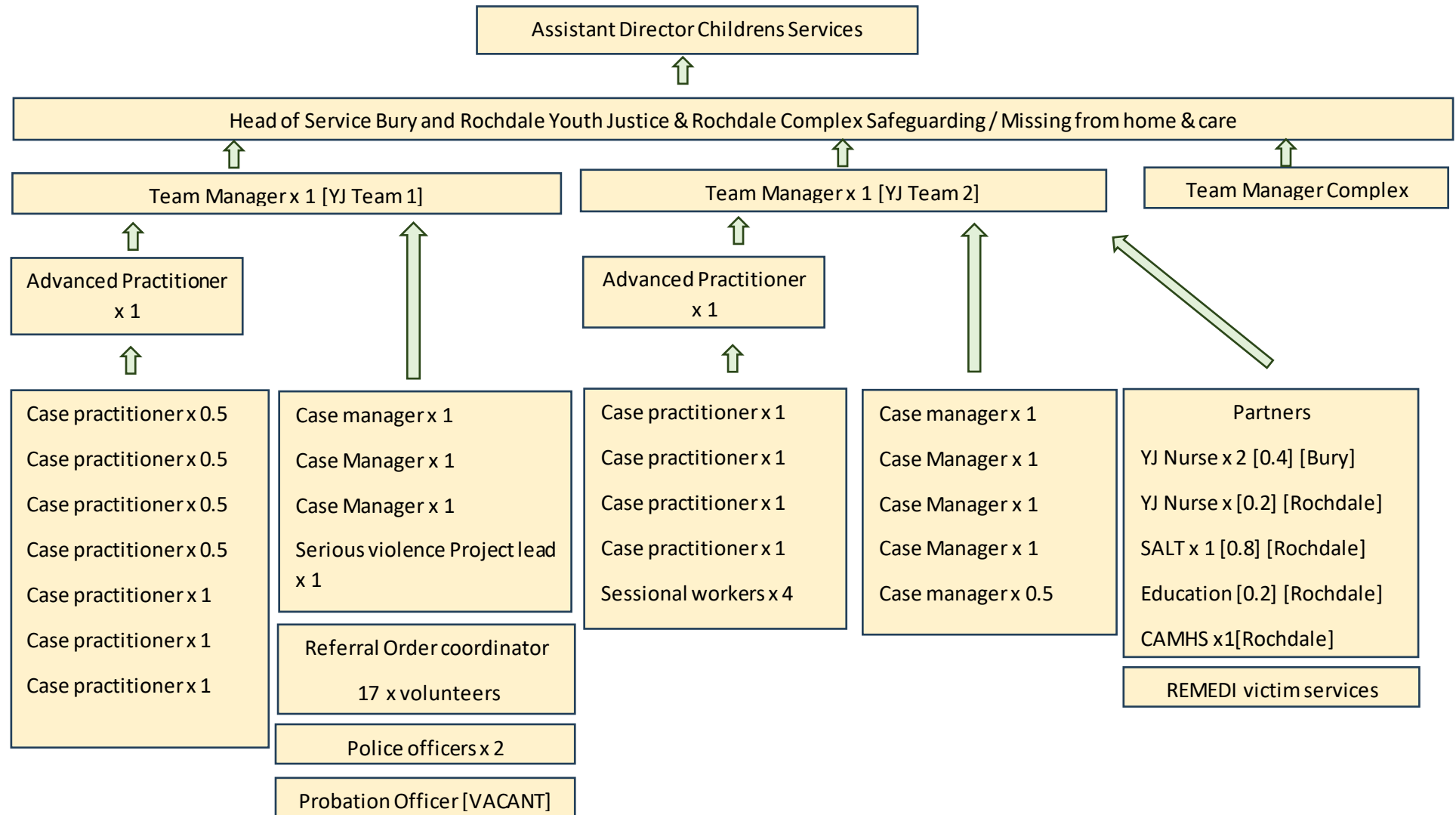
Assistant Director Children Services Rochdale

Co- Chair Youth Justice Management Board

Signature

Date

Appendix 1: Staffing Structure



Appendix 1: Staff & social graces

Gender	Number	Ethnicity	Number	Disability	Number
Male	10	White	21	Yes	-
Female	16	Asian	3	No	19
Other	-	Black	-	No answered	7
Not answered	-	Dual Heritage	2		
		Other	-		

Appendix 2: Funding

Expenditure	Salaries	Activity cost	Overheads	Total Expenditure
YJB Grant Rochdale	£629,295.00			£629,295.00
Bury Contribution	£833,788.47			
LA Rochdale	£717,042.90	£90,224.00	£416,216.44	£1,233,483.34
Police	£35,000.00			£35,000.00
Probation	£3,500.00			£3,500.00
Health	£15,000.00			£15,000.00
Total	£2,233,626.37	£90,224.00	£416,216.44	£1,916,278.34