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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

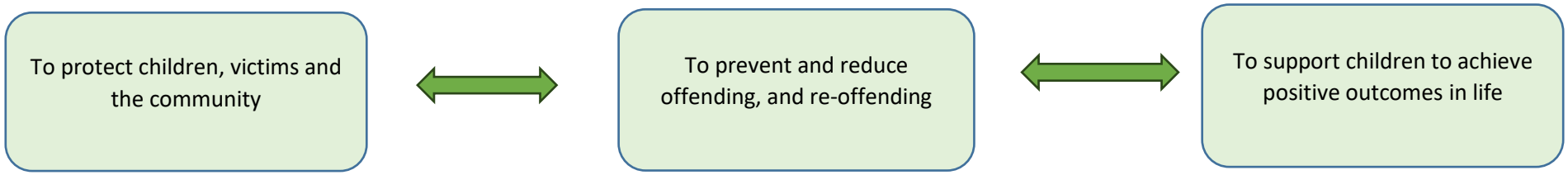
On behalf of Bury and Rochdale Youth Justice Service, and as the Chair of the Youth Justice Management Partnership Board we are pleased to share our Youth Justice Business Plan 2026- 2027. We remain committed in our goal, to achieve excellence for all children and young people, and we continue to work with children, families, carers and partners to achieve our shared vision.

Our Shared Vision

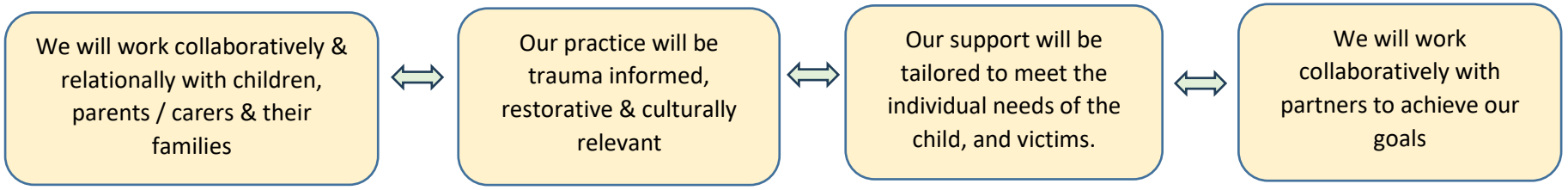
"We want Bury and Rochdale children and young people to be safe, and grow to feel happy, healthy, confident, and with ambition and surrounded by love, care, and kindness. We want children and young people to have the very best start in life and to thrive throughout their childhood and adolescence, and 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 and current 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. A decision was made at Bury Cabinet in February 2026 to separate the shared service, so that each Local Authority can deliver their own Youth Justice service. This has the support of our respective Directors of Children's Services, Youth Justice Partnership Board, Legal and Human Resource advisors, Finance Leads, Systems Leads and Youth Justice Board representative. We are working together to manage the various elements of separation, and our aim is to separate by September 2026.

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 are authorities in Greater Manchester.







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.

Bury has struggled to identify a suitable space for children, until recently. Milltown House has now been sourced and will be a good space to see Youth Justice children. Milltown house is conveniently located in the town centre and close to public transport. This space is currently being re- designed to meet the needs of children and staff and should be ready to use this year [2026]. At present children are seen in various community settings and at home. The new space will support a child-focused, and support 'drop-in' facility for those experiencing crisis which will increase opportunities for immediate support in a safe and welcoming environment.

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. Some of the local challenges in delivering a 'shared' Youth Justice Service across two local authorities has been the disparity in resources. The Youth Justice Partnership Board is tasked to address these inequalities and ensuring equitable support is available for Bury children. Notably an education, children adolescent and mental health worker, and speech and language therapist are being sourced for Bury Youth Justice Service.

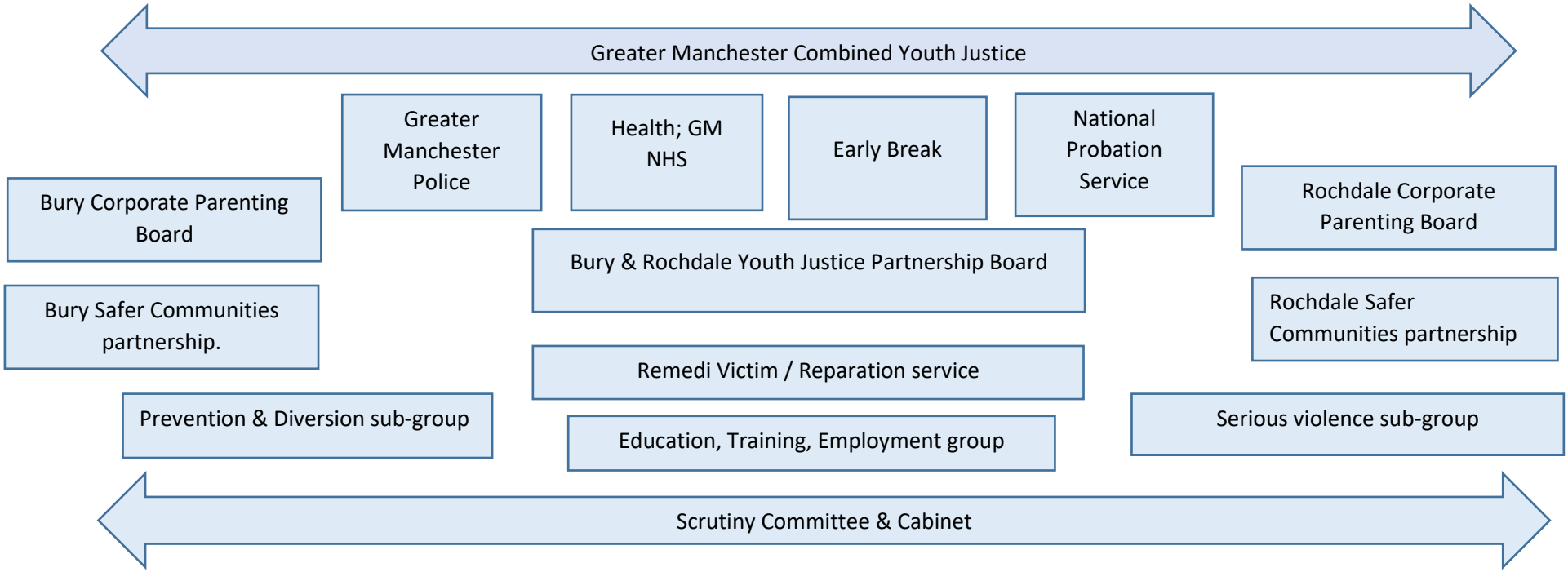
The number of Bury children/interventions open to Youth Justice remains slightly lower than Rochdale, and we expect to see comparable differential across data sets. Bury manage their own prevention offer. However, factoring in the differential, the data tells us that we tend to have more Bury children who are cared for, and with Special Educational Needs (SEN) and/or Education, Health and Care Plans (EHCPs) open. The data also shows that more Bury children have been remanded and received custodial sentences than Rochdale.

The data around ethnicity is considered in relation to each areas' demographics and both Bury and Rochdale have disproportionate numbers of Black and Mixed Heritage children in relation to the corresponding 10- 17-year-old population. We understand that this is a national and regional issue and we continue to consider the child's lived experience, including intersectionality throughout our involvement.

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".* We refer to what we have done and continue to do to move to quadrant 2 in our priorities for the forthcoming year.

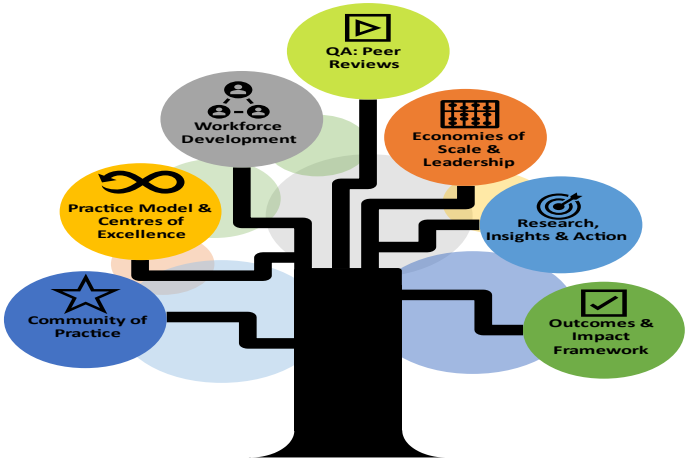
Strategic governance and partnership arrangements are overseen by the Youth Justice Partnership Board, which is chaired by the Director of Bury Children's Services, and co-chaired by the Assistance Director of Rochdale Children' Services. The Board currently meets quarterly, and our wider strategic governance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



Our 10 Greater Manchester Youth Justice areas sit within devolved governance arrangements, and each local authority lead works together through our community of practice. 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 Combined Authority Coordination Youth Justice 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.

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 advocate for children, hear their voice, be trauma responsive, strengthen communities and support victims, have an innovative mindset, collaborate/ co-design, support children through early intervention and preventions, be evidence led, be professionally curious, and leave nobody behind. **Our Greater Manchester delivery pillars** of delivery 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 the Youth Justice Partnership Board, and Rochdale Children's Services. Our Head of Service leads and manages Rochdale complex safeguarding service including missing from home/care 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]*. Both Bury and Rochdale are amidst developing their individual service structure and staffing establishment in preparation for the separation.

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	
Serious Violence	Yes	
REMEDI/Victim	Yes	

Local Partnership Arrangements: *Bury and Rochdale each have their own Early Help and prevention offer [PIED & Turnaround]; Complex safeguarding teams, and Voluntary, Community / 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 & Connexions *Working with Rochdale & Bury school leavers to support in ETE.*

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

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

Month 1: *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 complete a themed audit. Audits are moderated by the Head of Service*

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

Month 1 & 2: *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 assurance meeting each month and shares the action & activity plan to implement the learning from the audits. Learning is delivered through induvial supervision, team meetings and planned training activity. This has oversight from the Director of Children's Services through service specific quality assurance meeting.*

This ensures a clear line of governance, and promote a knowledgeable and 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.

Month 3: *'Close the loop' learning from the audits is reviewed through development sessions with Team Managers & Advanced Practitioners. This promotes reflection on the impact of the learning, and the difference we are making for children and young people. Additional training and reviews are planned where appropriate.*

This approach has supported a learning culture, and our children will have the benefit of a knowledgeable and skilled workforce going forward. This enables us to understand where we are making a difference to children and young people

Update and progress on the priorities in the previous plan

Priority 1 Leadership and governance: Our aim was to strengthen the Board's understanding of its roles and responsibilities in relation to governance and partnership working. This was achieved through the delivery of a Board-wide survey, followed by targeted feedback and responses to address identified gaps and improve collective understanding. Attendance from key stakeholders has improved, and partner agencies now consistently provide data that highlights priority issues and areas of disproportionality. While the sub-groups focused on serious violence, education and first-time entrants have not been as effective as we hoped, the planned separation of the Board will enable clearer oversight of issues affecting each local authority area. This will support more targeted use of resources and improved strategic focus going forward. Through challenge and conversations at the Board we have secured a seconded Probation Officer and assured ourselves that child centred policing is reducing the number of children in police custody. We have continued to challenge the police through sharing data that demonstrates missed opportunities, and we hope to see more referrals in place of 'street' community resolutions.

Priority 2: Prevention and Diversion: Our aim has been to reduce the number of First Time Entrants (FTEs). Prevention activity continues to be delivered through the Turnaround Programme, the Knife Crime Exclusion Programme in schools, and PPIED. Established diversionary pathways remain in place and we have strengthened our multi-agency joint decision-making panel by broadening partner involvement and streamlining systems to ensure all children who come to our attention are offered access to some support. Police data quality has improved, enabling better oversight of children who are stopped and searched, released under investigation, placed on bail, or arrested and detained overnight, which has enhanced our ability to identify and challenge bias, and work proactively to support children earlier. Further work is required to reduce the gap between the number of children repeatedly dealt with by the police and not referred into Youth Justice services.

Priority 3: Remand, Custody and Resettlement: Whilst our custody rates have increased we are assured that those in custody have committed serious offences, and this was a Court decision, despite us offering robust alternatives. We continue to have a strong focus on community alternatives and resettlement. Operating standards are in place, remand and custody data is reported to the Youth Justice Partnership Board, and we are actively involved in the GM Remand Pilot. All our children in custody are discussed at multi agency risk meetings to support effective resettlement. We have recently had a Peer review [Oldham] of a child supported through custody and upon release, using the HMIP Multi agency Case Discussion framework and the outcome was good. We note that further work is required to strengthen joint working with the Social Care Front Door when recommending remand to local authority care.

Priority 4: Victims and Restorative Justice; We have commissioned Remedi, an experienced specialist provider of victim services, to deliver a consistent and high-quality victim and reparation offer. While the service has been in place for 12 months, we have identified shortcomings relating to staff expertise, low and unchallenged police consent rates, and inconsistent representation of the victim's voice across forums. A formal review of the provision is underway to ensure compliance with inspection standards. Additional training has been delivered to practitioners to clarify expectations around assessments, planning, reviews, and service delivery, resulting in some improved consistency and increased victim representation. Remedi also delivers the reparation offer, supporting a range of positive projects and producing a quarterly newsletter shared with the Board.

Priority 5: Serious Violence and Harmful Sexual Behaviour; Serious violence remains a significant and increasing feature. In response, we have undertaken a detailed data deep-dive to strengthen our understanding and now more effectively track service delivery. This has enabled a clearer focus on preventative work in schools alongside more targeted Youth Justice interventions. We continue to deliver the virtual reality knife crime decision-making programme, supporting children to make safer choices. However, we recognise the need to further develop our evaluation framework to better assess impact and identify areas for improvement. The new government knife crime guidance has been implemented and is referenced accordingly.

Harmful Sexual Behaviour (HSB); Our Harmful Sexual Behaviour Policy has been recognised as an example of good practice. 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 good standard of support and safeguarding.

Priority 6: Quality Assurance and Workforce Development; Over the past year, significant progress has been made in strengthening quality assurance and workforce development. A structured quarterly quality assurance cycle has been implemented, comprising a Month 1 audit (including case file, multi-agency or thematic audits with a conversational element involving children and parents), Month 2 focused implementation of learning, and Month 3 reflection on impact to inform next steps. This approach is embedding continuous improvement and is working well. Bespoke audit tools have been developed, and a peer multi-agency case discussion, completed by a colleague from Oldham in line with the HMIP framework, provided positive assurance. Workforce development is now more structured, with focused team meetings incorporating learning from quality assurance activity, safeguarding partnership training, policy and practice updates, and targeted training informed by staff survey outcomes.

Performance over the previous year

National Key Performance Indicators

Across 2025- 2026, we achieved a reduction in the number of First Time Entrants (FTEs), reducing from 103 to 75, which reflects our continued efforts in promoting alternatives. Our reoffending binary rate in January 2024 – December 2024 was also positive, outperforming regional and national comparators: Our rate: 16.7% (6 of 36 children reoffended, committing 17 offences), which compares favourably against our Northwest average: 29.8%, Greater Manchester average: 22.7%, and our Youth Justice Statistical Family average: 34.7%. While the number of children in custody has risen this last year from 4, to 8, this corelates with the increase in serious violence, and the data is caveated by our small cohort. We continue to promote alternatives to custody and are actively engaged in the Greater Manchester remand project.

Local Key Performance Indicators

KPI 1 Accommodation	The number of children in suitable accommodation at the end of their intervention has been high, and relatively consistent across each quarter in 2025- 2026, Q1 100%: Q2 97.4%: Q3 100% and Q4 100%. Our target remains at 100%.
KPI 2 ETE	On average 41.75% of children were in suitable education, training or employment at the end of their intervention, which is much lower than we would like. We continue to strive to support children to engage in education.

KPI 3 SEND/ EHCP	38 children that ended their order in 2025 - 2026 had a EHCP or SEND needs. We recognise this cohort of children are over-represented and work closely with our SEND/EHCP/SALT leads to support us to engage meaningfully.
KPI 4 Mental / Emotional Wellbeing	During 2025–2026, data indicates that 13 children were already receiving mental health or emotional wellbeing support prior to undergoing our screening process. 74 children were identified through screening as requiring support. However, actual engagement with support services was significantly lower, with attendance figures 48 children. This highlights a critical gap between identified need and service uptake. We have strengthened our health screening process.
KPI 5 Substance Use	During 2025–2026, data indicates that 23 children were already receiving existing treatment prior to undergoing our screening process. 92 children were identified through screening as requiring support. Attendance figures showed 27 children engaged in tier 2 and 3 treatments. We continue to encourage children to access our substance use services.
KPI 6 OOCD's	Our data shows we have had 80 children referred for Out of Court Resolutions in 2025- 2026. We have strengthened our Joint Decision-Making Panel membership, tracking and monitoring process and continue to work with GMP colleagues to promote referrals to our service.
KPI 7 Management Board Attendance	Throughout 2025- 2026, we have prioritised the development of our Board, with a continued focus on strengthening attendance, active participation, improved data sets, 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. Feedback through our YJB performance oversight indicates observed improvement.
KPI 8 Wider Services	A significant number of our Youth Justice children are also engaged with wider support services. In 2025–2026, 20 children were open to Child in Need plans, 8 were cared for children, and 6 were supported through Child Protection plans—representing approximately 39.1% of our overall cohort. This data does not factor in pre-sentence reports, or new assessments. 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
KPI 9 Serious Violence	Between July 2024 and June 2025, 62 serious violent offences have been committed. 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 13.3, which is above the average for our Youth Justice family [6.9] We are actively engaged with our Serious Violence and Community Safety partnerships to work together to address this.

KPI 10 Victims	Of the interventions that opened there were 79 Victims and of those 69 consented to be contacted by us in 2025-2026. We have commissioned REMEDI, victim services to provide this service through 2025-2026.

Risks and issues

We continue to face challenges around performance, which holds us in quadrant 3 of the Youth Justice Board performance oversight framework. We will remain focused on the following areas:

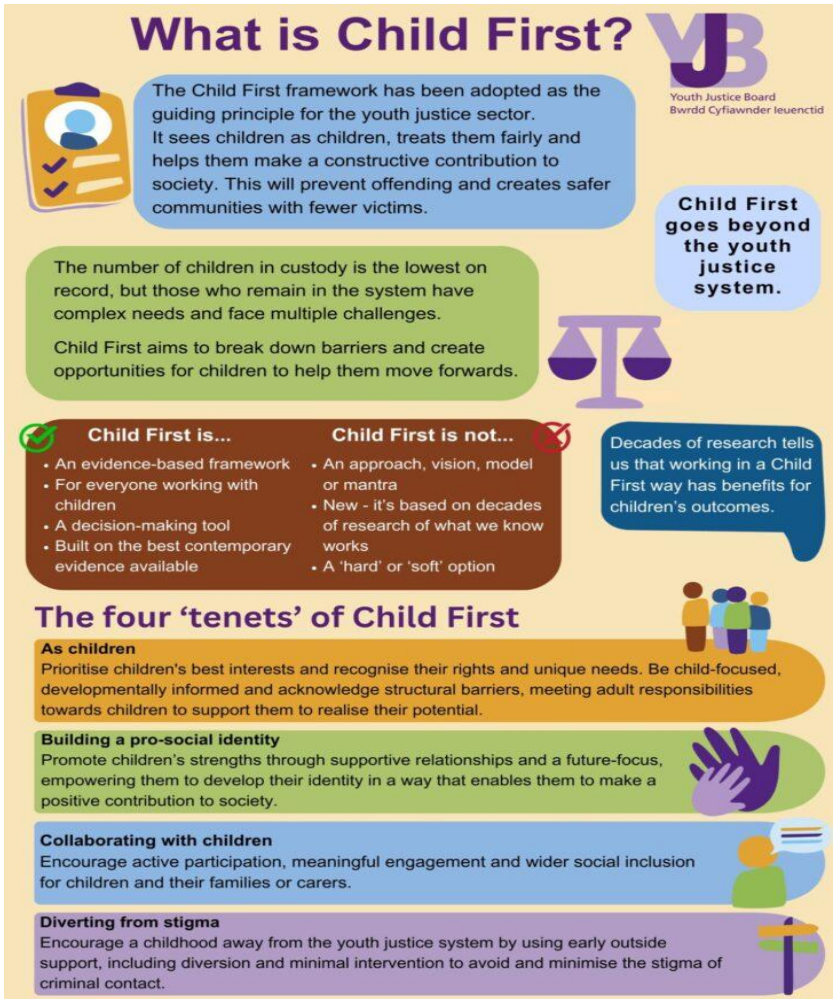
The separation of Bury and Rochdale Youth Justice Services, and the establishment of two standalone services, will require careful planning and phased implementation. This work is being progressed collaboratively with Directors and Assistant Directors of Children's Services, with advice from the Youth Justice Board, Human Resources, Legal Services, ICT system leads, and Finance colleagues are working jointly to ensure a safe, compliant and well-managed transition. We plan to have shadow Youth Justice Partnership Boards to offer assurance that appropriate governance structures are in place prior to separation.

Serious violence remains a significant risk. While we have strengthened links with community safety and serious violence partnerships, improved our use of data, and undertaken thematic audits, further work is required to strengthen evaluation. This will enable clearer understanding of what is effective, what requires improvement, and the actions needed next. We expect the landscape to present a different picture once the data has been disaggregated and Bury and Rochdale will focus on targeted interventions relevant to demographics.

The number of children not in Education, Training or Employment, and this with Special Educational Needs and Disabilities and / or Education Health Care plans is a theme that is connected to serious violence, and these children are overrepresented in our service. We are working closely with colleagues in education, and our focus will be on early identification of unmet / undiagnosed needs, inclusion in a range of education or activities that support positive change, and targeted support.

PLAN FOR THE COMING YEAR

CHILD FIRST



Bury and Rochdale Youth Justice: our Child First approach

Child-centred and inclusive practice: *We will continue to work relationally, prioritising children lived experience and strengths, and responding to need and behaviour through a trauma-informed approach. Ongoing workforce development will ensure practitioners understand adverse childhood experiences and can confidently advocate for children with partners, including the courts.*

Building pro-social identity: *We will remain ambitious for our children, supporting them to build confidence, strengths and positive identities through creative and restorative approaches. We will further develop innovative offers reflecting social prescribing to broaden our reach to children.*

Collaborating with children: *Recognising the mistrust many children have of services, we are committed to improving engagement through innovative approaches, strengthening participation forums, and embedding a clear "you said, we did" approach to service development.*

Diverting from stigma: *Through early intervention models, including PPIED and Turnaround, and effective multi-agency working, we aim to prevent unnecessary criminalisation. Children are supported through coordinated access to education, health, substance misuse, CAMHS and social care services, alongside Greater Manchester transformation work to reduce custody and promote a family-first approach.*

We have developed feedback mechanisms to capture the voice of the child through QR codes, and an 'in-person' head of service engagement session. We hear that our children want to feel included, and be involved in creative activities, and we have committed to delivering creative projects to promote inclusion and support children to achieve positive outcomes.

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 our Youth Justice Service. Alongside staff, our partners continue to be integral to our service delivery, supporting children across a spectrum of need.

We will continue to invest in staff training, through various forums including the Youth Justice Legal Centre, respective Safeguarding Partnerships, and from other organisations such as the Youth Endowment Fund to 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 work alongside colleagues in Greater Manchester, contributing to a centralised budget, to develop a consistent training and development offer around Harmful Sexual Behaviour, and Working with Girls.

We will continue to fund a dedicated project lead to oversee serious violence, and over the next 12 months, the project lead will be delivering *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.

We hope to develop and expand the project lead post to target wider issues such as education, and parenting support, reflecting a think child, think family, think community approach to promote positive outcomes for children and keep others safe. We will strengthen our approach and reach through delivering more innovative programmes that are trauma informed, for example our *farm and allotment* projects. These support children to feel safe, healthy, happy, successful and heard. We remain firmly committed to investing in early intervention and prevention initiatives. Our focus will be on strengthening partnerships with family hubs and wider services to promote stronger collaboration with children and parents / carers. Our next priority needs to be implementing an evaluation framework, so that we capture the impact and outcomes of these projects, what works well, and what we need to strengthen.

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

The Youth Justice Partnership Board has strengthened significantly over the past 12 months through improved attendance, active participation and enhanced information sharing. A key development is the planned transition to separate Bury and Rochdale Boards. To support this, shadow Board arrangements are being implemented to test governance structures, clarify roles and responsibilities, and ensure both Boards are fully compliant with statutory requirements and equipped to provide strong, independent strategic leadership. We will continue to build on the progress that we have made over the past 12 months by further enhancing governance, performance oversight, and partnership collaboration in each Local Authority.

We will further develop the use of performance and outcomes data to inform decision-making, alongside strengthening partner contributions to quality assurance, particularly around areas of disproportionality. This will support a more robust understanding of service impact, enabling the Board to move beyond compliance and actively promote challenge of one another, and drive continuous improvement in practice and outcomes for children.

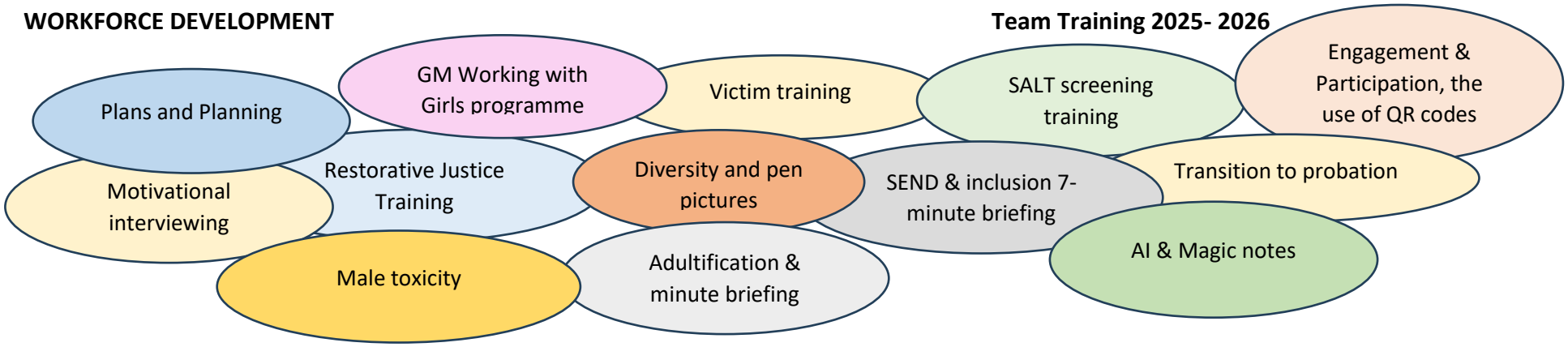
A priority area will be increasing the meaningful involvement of children and young people within governance. We will explore approaches to enable their participation at Board level, ensuring their lived experiences shape strategic priorities and influence service design and delivery. Young people have not wanted to attend the Board, so we will find alternative mechanisms to share their voice where necessary.

The Board will act as a platform to promote innovation and integrated service delivery, encouraging partners to bring forward joint solutions to complex and persistent issues that we are going to face as we move forward through the reforms proposed on national developments, including Youth Justice Board reforms and the Ministry of Justice “Cutting Youth Crime, Changing Young Lives” White Paper, to enable timely and effective local implementation.

Key priorities include supporting young people’s active involvement in governance and decision-making, strengthening innovation and the effective use of performance and quality data, identifying priority themes requiring additional focus and resources, and delivering targeted, outcome-focused action plans to address persistent challenges (including serious violence, education, engagement, and participation). Rather than sub-groups we plan to do this by a task and finish group approach, with actions and activity plans monitored through the Board.

Collectively, these actions will strengthen governance, accountability, and strategic leadership, and are expected to drive measurable improvements in service effectiveness, including enhanced ratings within the Youth Justice Board Performance Oversight Framework.

WORKFORCE DEVELOPMENT



Above is some of the training that we have completed in 2025- 2026, and workforce development will remain a key priority in the coming year, with a focus on strengthening knowledge, skills, resilience, and staff morale during a period of change as Bury and Rochdale separate. A staff survey has been completed to identify training needs, enabling a targeted and responsive development plan aligned to both individual and service priorities. We have a 12-month training schedule aligned with what our workforce has told us, and our local team meetings and performance clinics.

We will continue to work closely with our corporate Learning and Development team and promote access to Safeguarding Partnership training, alongside strengthening links with the Youth Justice Legal Centre, Youth Endowment Fund, and other sector partners to ensure staff benefit from up-to-date, evidence informed practice. Learning from quality assurance, audits, and team discussions will continue to be embedded into a structured approach to ongoing improvement through team meetings, and induvial 1-1 learning sessions where appropriate.

Supervision and support will remain central, with personal supervision promoting wellbeing and reflective case supervision. Annual DELVE conversations will support professional development and progression. We will also prioritise staff recognition, with increased visibility from senior and corporate leaders to celebrate success and maintain morale. Our Assistant Director, and Heads of service attend a ‘breakfast’ event each month, presenting staff with certificates as recognition of good practice and commitment to providing a creative and innovate service to children.

Greater Manchester Combined Authority are developing a Youth Justice Hub, and this will further support centralised training and development across the ten Local Authorities to share best practice. The transition to separate Bury and Rochdale services during 2026–2027 will present some challenges, with staffing changes managed through TUPE arrangements. We will continue to work together to ensure that this is a period of clear communication and wellbeing support, and that staff across both Bury and Rochdale will be knowledgeable, and skilled.

KNIFE POSSESSION GUIDANCE [Government guidance for child knife possession offences (accessible) - GOV.UK]

We have worked collaboratively with partners who are aware of the guidance and the following has been implemented



STAGE 1: The Knife Possession Guidance has been implemented within our practice. The Greater Manchester lead police officer notifies our seconded police officers of any possession of knife offence, and they notify us within one-day. We do not provide a Youth Justice response at this stage. Police alerts are beyond our control; however, we have developed a tracker to keep a record of these alerts. Whilst we are not expected to intervene at the police investigation stage, we will ensure risks and safeguarding matters are addressed where they are brought to our attention.

STAGE 2: Our agreement is that all decisions on knife possession offences [within scope] must be reached in consultation between our police colleagues, and us through either individual consultation with a manager, head of service, or through our joint decision-making panel. This takes into consideration the child's circumstances, including risk and safeguarding information. We have strengthened our panel, to include a wide range of colleagues and partner from health, education, social care, police, complex safeguarding, and substance use services.

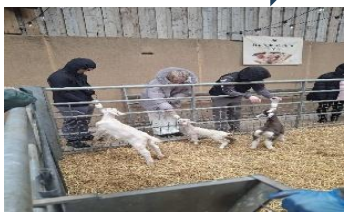
STAGE 3: Our multi agency decision making panel applies the Knife Possession Guidance, ensuring that where an Out of Court Resolution is agreed and Youth Justice support is required, allocation for assessment is immediate, engagement is mandatory and enforceable. The appropriate outcomes *as per the guidance*, are based on an assessment, and the subsequent outcome and plan must be agreed at panel. Clear processes are in place to record the rational where a deferred prosecution is agreed, and / or where an escalation may be necessary. Outcome 20 will only be applied where there is no public safety risk, and another agency is providing sole support.

STAGE 4: Appropriate interventions begin as soon as the panel has agreed the outcome, and the practitioner who completed the assessment continues to work with the child which promotes continuity. Interventions within the plan are expected to start within 5 working days of the outcome decision. Our practitioners' complete strengths based, trauma informed interventions from the Youth Endowment Fund resource toolkit, research in practice, virtual reality headset, or other trauma informed approaches.

STAGE 5: Knife crime and serious violence is on our Youth Justice Partnership Board agenda, who are aware of the new guidance. Whilst we have a wider greater Manchester scrutiny panel, we will ensure that our Board has oversight of data and delivery, and we include scrutiny through our quality assurance process.

EVIDENCE BASED PRACTICE AND INNOVATION

OUR FARM PROJECT







We are committed to evidence-based practice and continuous innovation to improve outcomes for children and families involved in youth justice. We are actively engaged in the Greater Manchester Remand Pilot, which has demonstrated significant success in promoting alternatives to secure remand, and we continue to embed its principles into our local practice to support children to achieve positive change.

We are also actively involved in the Transforming Youth Justice Community of Practice, contributing to and learning from a Greater Manchester-wide approach that promotes consistency, fairness, and improved outcomes for children and families across the Youth Justice system. In partnership with the Youth Endowment Fund, we are working within the National Diversion Whole Area Model to strengthen the delivery of out-of-court resolutions. This work focuses on developing more consistent, effective, and proportionate diversionary approaches that are informed by evidence, focused on prevention, and responsive to the needs of children. We continue to deliver Turnaround and work alongside our police colleagues through PIED.

Innovation within our service includes the implementation of a pilot *farm project*, which provides a trauma-informed and inclusive intervention designed to help children build trusting relationships, develop self-belief, self-worth, and confidence, and experience a sense of achievement. This social prescribing model is particularly targeted at children who experience emotional distress, struggle to take part, or are at risk of, or on the fringes of, violent behaviour. Feedback from the children so far has been very positive. Complementing this approach, we have secured an allotment space, and we have worked closely with Probation colleagues to develop the site as a positive and purposeful environment. Through outdoor activity, this year we are going to encourage children to engage with nature, learn about environmental sustainability, grow food and flowers, and create eco-friendly spaces that promote wildlife. These opportunities support emotional and mental health wellbeing, skill development, and pro-social identity, while strengthening community partnerships.

As a service, we remain open and responsive to new and emerging innovative projects, ensuring our practice continues to evolve in line with evidence, learning, and the needs of our children and communities. As we move forward through 2026 – 2027 our plan is to align more closely with the Families First model, and neighbourhood family hubs, reflecting a ‘think child, think family, think community’ approach. We hope to deliver AQA’s connected with the projects we are delivering, to further promote a sense of achievement, and reduce the likelihood of re-offending.

EVALUATION



Evaluation activity 2025- 2026: *We've had a busy 12 months of regular evaluation, and assurance through*

- *'Case file' audits, conversational audits*
- *thematic audits and deep dives around serious violence, working with girls, children in custody, victims, desistance factors, assessment & plans, and first-time entrants.*
- *Mock HMIP MACD [Oldham Peer]*

During 2025–2026, we have strengthened our approach to evaluation, quality assurance and performance oversight to support continuous improvement. This includes the development of new supervision and audit tools and the introduction of a quarterly quality assurance framework so that we are better able to reflect on what is working well, and what challenges we need to overcome. Each quarter focuses on case file audits moderated by the Head of Service, incorporating a conversational element with the child and their parents, alongside reflective discussion with practitioners. The framework follows a clear cycle of audit and moderation in month one, implementation of learning in month two, and review of impact in month three. Learning outcomes are actively acted upon through team meetings, planned learning events, scheduled staff training and workforce development, and are reflected within the service plan. We have also worked alongside Greater Manchester resettlement consortium lead, who has undertaken a peer-led mock HMIP Multi-Agency Case Discussion, the findings of which were reassuring and provided additional confidence in practice quality and consistency for a child who had been released from custody. We will remain actively engaged in the Greater Manchester Remand programme, with evaluation demonstrating positive outcomes.

We know we have more to do, and we are ambitious for 2026 – 2027. We have developed QR codes to enable children and parents to share feedback about their journey with us, and we use these at pertinent points or following specific activities. This has allowed us to collate feedback thematically, and evaluate what is going well, and what we need to strengthen so that we can continue to evolve. For example, children tell us they don't want to sit with 'pieces of paper' and we responded through thinking creatively and piloting the farm project, and allotment.

We evaluate our practice through a range of quality and performance assurance measures, notably monthly supervision and service quality assurance clinics, performance clinics with the Assistant Director, and oversight from the Youth Justice Partnership Board. We will further strengthen our evaluation framework and approach to understand how successful our interventions are in relation to specific domains: serious violence, prevention, and diversion.

PRIORITIES FOR THE COMING YEAR: Standards for children

Standard 1 out of court 	*We will promote police referrals into our service, and work with the Youth Endowment Fund to strengthen our practice. We will implement the knife crime guidance consistently, and we will see more children being supported at an earlier opportunity through Prevention, and Out of Court Resolutions. We will align closely with our families first partnership programme and connect with family hubs to reflect a think child, think family and think community principles. Challenges will be addressed through the Youth Justice Partnership Board.*
Standard 2 at court 	*We will continue to provide a Court service for our children and families. We will screen all children who are listed at Court, & challenge instances where an OOCR would be appropriate. All children will be supported through proceedings, and have a good quality assessment, plan and pre-sentence report completed. We will develop communication material for the Court, Young People and parents to promote stronger relationships. Challenges will be addressed through the Youth Court Bench chair, who attends our Youth Justice Partnership Board.*
Standard 3 in the community 	*We will continue to monitor children who are sentenced in Court and engage them and their parents throughout their order. Our focus will be on ensuring that our assessments, plans and service delivery is tailored to meet individual needs to promote inclusion and participation. We will commit to innovative and creative means to engage children and support them to achieve. Our focus this year will be promoting engagement and participation hearing and acting on feedback from children and parents. We will require support from Youth Justice Management Board partners to promote the voice of the child from their service perspective*
Standard 4 in secure settings 	*We will strengthen our constructive resettlement approach through ensuring we consider the 5 Cs in our offer, constructive, co-created, customised, coordinated, and consistent practice. We will continue to work with partners, and to support children if they are remanded or sentenced to custody, to ensure family relations, education, health and accommodation are seamless. We will support our SEND children, through providing the secure estate with their communication passport. All children will be visited regularly by their case manager during their sentence.*
Standard 5 on transition and resettlement 	*Risk and Resettlement plans will be tailored to the needs of the child, and include involvement from partners where appliable, and promote safeguarding for the child, victim and community. Contingency plans will be robust and focus on responding swiftly to any change in circumstances. Resettlement will begin at the start of the young person's involvement with us/ sentence, and will contain focus on keeping the child safe, healthy, heard, and successful through safe accommodation, appropriate health services, constructive activities.*

VICTIMS, ENGAGEMENT & PARTICIPATION, TRANSITIONAL SAFEGUARDING

SERVICE DEVELOPMENT 2026-2027

We recognise that the Youth Justice landscape is evolving, both through the separation of Bury and Rochdale services and in response to wider reform. While our previous service plan was ambitious and challenging to fully deliver, it has led to meaningful progress, including strengthened leadership and governance and reductions in first-time entrants and reoffending. However, as we remain in Quadrant 3, we will adopt a more focused and streamlined approach for 2026–2027, aligning our priorities to the eight pillars of effective practice. Our key focus will be on addressing serious violence, improving access to education, training and employment, supporting children who have experienced adversity to build confidence and resilience, and strengthening safeguarding for victims and communities. Through this approach, we aim to provide clearer direction, more manageable delivery, and improved outcomes, ensuring children receive effective, supportive, and timely interventions to help them progress positively.

Activity	Outcomes
Practice informed by Child First decision-making: we will strengthen engagement and participation approaches and embed Child First principles consistently in practice. We will listen to and act on feedback from children and their parents/carers, using a clear 'you said, we did' approach to shape service delivery. Our focus will be on diverting children from the Youth Justice system through early intervention, partnership working, and targeted support, to reduce stigma and improve life chances.	Children will feel heard, supported, and able to achieve positive, sustainable futures. Outcomes will include reduced reoffending, increased engagement, improved wellbeing, and stronger connections to education and community.
Strong leadership and governance: We will strengthen leadership through the development of our individual Youth Justice Partnership Boards, promoting shared values with partners, clear accountability, and consistent senior engagement. This will be achieved through defined roles, structured performance reporting, and focused task-and-finish groups to address stubborn and challenging areas.	This will lead to improved partnership ownership, stronger oversight, more effective decision-making, and better coordinated services, resulting in improved outcomes for children.
Skilled and motivated workforce: Our practice is grounded in a relational model that prioritises trusted relationships and strengths-based, trauma-informed approaches. Our workforce development programme is shaped by quality assurance findings, staff feedback, surveys, and safeguarding partnership learning, ensuring training is targeted and responsive to need. This is supported through regular supervision, structured case support, and ongoing professional development. Additional support is in place as we progress through service separation.	This will strengthen practitioner confidence, consistency of practice, and staff wellbeing, resulting in more effective engagement with children, improved quality of interventions, and better outcomes for those within our service.
Effective multi-agency working: We will improve outcomes by strengthening joint assessments, shared planning, and decision-making through regular joint supervision, risk and safeguarding processes with key partners. Clear information-sharing protocols and agreed goals will ensure coordinated, timely responses.	This will lead to targeted intervention, reduced risk, and more consistent safeguarding, ensuring children receive the right support at the right time, experience fewer fragmented services, and achieve improved safety, stability, and overall outcomes.

Focused on positive outcomes: We will deliver improved outcomes by supporting children to develop positive identities, strengthen family relationships, and build community connections, with a particular focus on increasing engagement with Family Hubs. This will be achieved through Child First, strengths-based approaches and the delivery of innovative, inclusive interventions that promote engagement, participation, and a sense of belonging.	This approach will increase engagement, improve family stability and community connections, reduce reoffending, and support sustained pro-social behaviour change, enabling children to achieve safer, more positive long-term outcomes.
Support victims and embed restorative justice approaches: We will strengthen outcomes for victims by ensuring they are consistently informed, supported, and offered restorative approaches where appropriate, in line with the Victims' Code. This will be achieved through close partnership working with police colleagues to secure and record victim consent, alongside embedding restorative principles across assessments, planning, and decision-making forums to ensure the victim's voice is central.	This will increase victim participation, satisfaction, and confidence in the process, while promoting accountability among children, supporting repair of harm, and contributing to reduced reoffending and safer communities.
Qualitative and quantitative measures: We will review and refine our data sets to ensure we are focused on the right priorities, using data proactively to drive improvement rather than solely for reporting purposes. This will include strengthening how performance information informs planning, Board oversight, and decision-making, with a clear emphasis on learning, accountability, and impact. We will also implement consistent processes to gather and analyse feedback from children, parents/carers, and partners, ensuring it is routinely reviewed and acted upon to shape service delivery.	This will lead to more informed decision-making, improved service responsiveness, stronger participation, and increased engagement, resulting in better targeted interventions and improved outcomes for children and families.
Shared learning and support: We will continue to invest in our workforce through locally sourced training. We will embed and sustain improvement through collaboration with colleagues and the Greater Manchester Combined Authority Youth Justice Hub to share good practice and learning across services. Our collaboration will extend to Safeguarding Partnerships and organisations such as the Youth Endowment Fund to support scrutiny and structured evaluation, to further our learning.	This will increase practitioner confidence, consistency of practice, and shared accountability across partners, ensuring learning is sustained over time and resulting in improved service quality and better outcomes for children and families.

Serious Violence	Education, training, Employment	Vulnerability	Risk
We will work collaboratively to reduce & respond to knife crime; violence against girls: toxic masculine: and other violence offences through delivering VR decision making programmes. We will develop an evaluation framework to better understand what is working well, and what to strengthen.	*We will support all our children to have the right ETE for them, considering SEND & EHCP needs. We will work collaboratively to advocate for children to reduce exclusions, increase attendance and recognise small steps = big achievements. We will deliver AQA's to develop confidence in ability to achieve.*	*We will be innovative and creative & deliver a range of evidence-based interventions to reach all our children, with particular focus around those who are disproportionally represented. We will support parents to be resilient and promote stronger family relationships to increase safety and stability at home.*	*We will strengthen our response to children who as 'high ROSH / Re-offending' through focused management oversight, robust multi agency plans and contingency arrangements. The voice of victims will be heard through assessment & plans, and our response for them will be tailored during service delivery.*

NATIONAL PRIORITY AREAS

Certain groups of children continue to be disproportionately represented within the youth justice system and across wider services. While referral decisions sit outside the direct control of our service, we recognise that children from minoritised ethnic backgrounds, those with SEND or EHCPs, children in care, and those already known to other agencies are more likely to be referred and consequently over-represented. Our data tells us which groups are affected so that we continue to work so that our practice supports engagement is equitable, inclusive, culturally informed and responsive to lived experience. Bury and Rochdale have identified over-representation within the groups outlined below, which will remain a priority focus for development and improvement.

Ethnicity

Ethnicity	Total Caseload		Total Caseload%	
	Bury	Rochdale	Bury	Rochdale
White	47	51	74.6%	58.6%
Asian	7	15	11.1%	17.2%
Black	3	5	4.8%	5.7%
Chinese/Other	1	2	1.6%	2.3%
Mixed	5	8	7.9%	9.2%
Unknown	0	6	0.0%	6.9%
Total	63	87	100%	100%

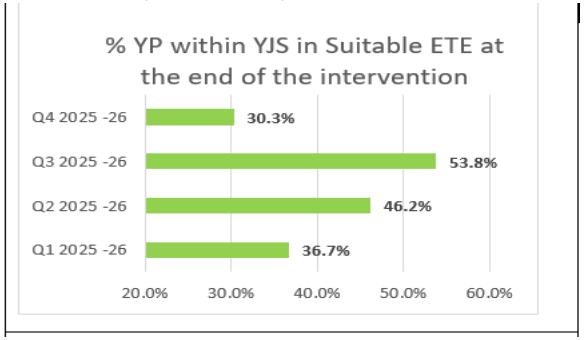
[Data is showing open interventions between Q4 2025-2026]

Caveat that this is based on small numbers and can be misleading

There remains a disproportionate overall picture across some ethnic groups with 34.7% of our children from Asian, Black or Mixed heritage groups. We have implemented our disproportionality policy and designed quality assurance process to consider diversity and equality in our practice.

Our ambition in 2026-2027 is *to support our partners through discussions at our Board to understand their own data around ethnicity, and provide an analysis of disproportionality, and actions to address that. We will continue to support our workforce to be culturally competent.*

EDUCATION, TRAINING, EMPLOYMENT

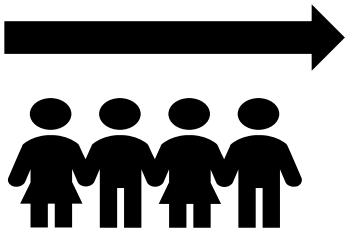


Data Quarter 4 2025- 2026

Children who are open to Youth Justice often struggle with ETE. At the end of their intervention 30.3% of children were in suitable education. 15.3% of children had a Statement of Educational Needs; and 10.47% had an Education Health Care Plan.

Our ambition in 2026-2027 is referred to on page 23. We will support children to feel a sense of achievement through delivering AQA's; and work closely with our educational colleagues to advocate for children to have access to the right education, training and employment. This will include working with school to reduce exclusions, be inclusive, and promote attendance.

Gender



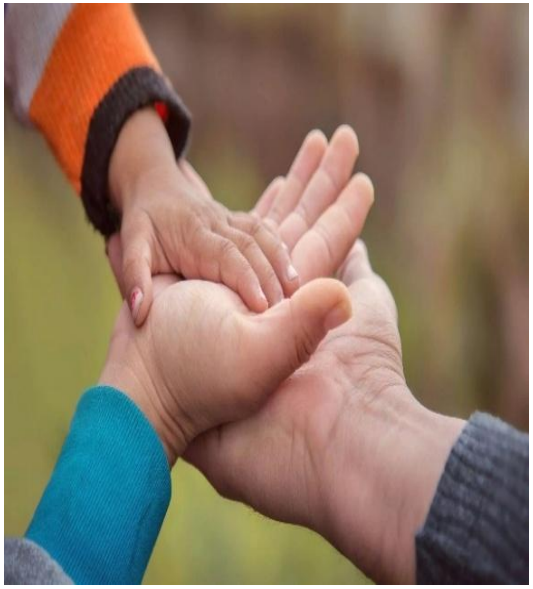
22 Girls open to our service, [14.66 %] which compares with the National average of

128 Boys open to our service, [85.33%] which compares with the National average of

The number of girls open to the Youth Justice Service has remained relatively consistent across quarters 1–4 in 2025–2026. We have worked collaboratively with the Greater Manchester Working with Girls group to identify areas requiring targeted support, resulting in the development of a Greater Manchester programme and resource toolkit to guide practice.

Our ambition is to implement this model during 2026–2027 and evaluate its effectiveness through direct feedback from girls. We will continue to work with colleagues & partners to further develop the programme, including consideration of violence against girls and the impact of toxic masculinity. Over the next 12 months, we expect to make measurable progress in strengthening outcomes for girls, including through aligned work with boys to promote healthier behaviours and relationships.

Cared for children



We understand our data, and the number of children open to wider services, including those who are cared for, and the complexity and additional vulnerabilities this brings. We acknowledge that our cared for children are among the most vulnerable, often having experienced significant trauma. By Quarter 4, one of twelve cared for children had committed offences within their care setting, and we continue to work closely with providers to promote placement stability and prevent breakdown. We deliver a child-first, trauma-informed service that considers the child's lived experience and the impact of trauma and adversity. We work collaboratively with care providers, both residential placements and foster care as well as children who cared at home with parents.

We continue to advocate for Out of Court Resolutions (OOCRs) wherever it is safe and appropriate. All cases listed for Court are screened in advance to assess opportunities for diversion from proceedings, and we maintain strong support for timely and appropriate child information disclosures to the Crown Prosecution Service.

In 2026–2027, we have strengthened our advocacy for cared for children through promoting joint supervision where appropriate, assurance oversight, and multi-agency audit arrangements. This ensures a consistent approach for our cared for children.

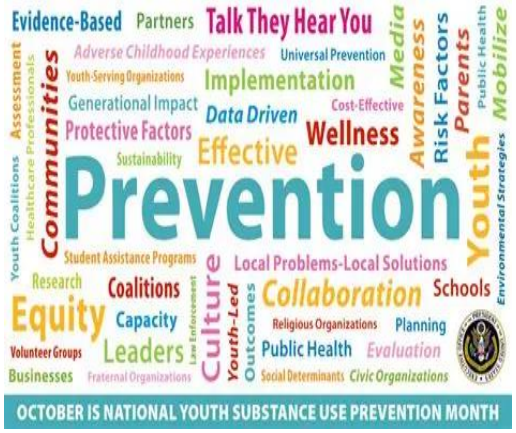
POLICING



We have a strong collaboration with police across Bury and Rochdale, supported by two seconded police officers, who regularly attend multi agency partnership meetings to share information and support us to safeguarding the child, and others, including victims. Our police officers provide monthly data sharing, sharing information about stop and search, arrests/ outcomes and areas of disproportionality. Our collaboration has supported us to reduce the number of First Time Entrants rate. However, our data highlights a gap between the police recorded disposals and Youth Justice referrals.

Going forward we need to increase police-led victim consent, so that we have an opportunity to support more victims. A further priority for 2026- 2027 is to reduce missed opportunities to support children through increasing referrals at the police stage.

PREVENTION



Bury Local Authority deliver their own Prevention & Turnaround support

Rochdale: At Quarter 4 of 2025–2026, 19 children (12.7%) were open to the Rochdale Prevention Service. Support was delivered primarily through the Turnaround programme (68.4%), alongside school-based prevention through the Knife Crime Exclusion Programme (15.8%), mentoring-based prevention interventions (10.5%), and Harmful Sexual Behaviour (HSB) prevention (5.3%). We continue to deliver both PPIED and Turnaround interventions, working closely with partners to prevent children from further entering the youth justice system through targeted support. However, we also recognise that these children have already come to the attention of the police, or other services so our ambition is to support the right children at an earlier stage.

Bury: prevention service for the same time saw 40 young people open to prevention with 18 (45%) eligible and accessing Turnaround support. Of that 40, 9 young people also received intensive direct mentoring support. Referral rationale was split with 10 (25%) referred for HSB and 30 (75%) for prevention. School based 'A knife is a Life' PHSE session and the wider 'stop the bleed' offer continued to be delivered across the partnership, offered to all secondary schools, to better inform and identify our early intervention prevention cohort.

Looking ahead to 2026–2027, priorities include reviewing joint working arrangements to strengthen our connectivity with family hubs and schools so that we are more able to identify and support children at an earlier stage. We plan to strengthen our evaluation framework, using re-offending rates in this group of children, and feedback from children, parents and carers to better understand our improvement journey. Ambitiously we would like to develop an offer for children who have been stopped and searched, where the police have decided to take no further action.

DIVERSION



During 2025–2026, we supported 80 children through Out of Court Resolution pathways, including Youth Cautions Conditional (16), Youth Cautions (18), Community Resolutions (22) and Outcome 22 disposals (29).

We have strengthened the joint decision-making panel by broadening membership, implementing a more structured decision-making pathway, and introducing improved tracking systems. Partners have also been briefed on the knife crime guidance to support consistency in practice. We continue to work closely with police colleagues to ensure that all children considered for an OOCR receive a timely assessment, recommendation and support plan. Over the past year, it was agreed that children closing to panel would be reviewed to identify whether further referrals are required and/or whether they should be offered additional prevention support. The continued reduction in First Time Entrants indicates that our prevention and diversion approach is effective.

Looking ahead to 2026–2027, our priorities remain unchanged and have been escalated to the Board. Key areas of focus include reducing the number of children receiving multiple Community Resolutions or Outcome 22 disposals prior to referral into Youth Justice and developing a robust evaluation framework to better understand impact, and strengths and areas for development.

EDUCATION



Child	Q1	Q2	Q3	Q4
SEN	24	45	43	56
EHCP	18	24	23	23

The percentage of children engaged in suitable education, training or employment has fluctuated across last year, ranged from 30.3% to 53.8 %. Suitable education, training or employment, is defined as a minimum of 25 hours per week in education or 16 hours in paid work, training, college or volunteering for post-16 young people. We continue to see an increase in children presenting with complex needs, including SEND, and those with an EHCP. We continue to work closely with our Education Welfare Officer, who promotes engagement and learning opportunities with education providers. We also work closely with Bury Connexions and Rochdale Positive Steps to support children into education, training and employment.

In partnership with our Speech and Language Therapist, we have introduced communication passports for neurodiverse children, ensuring communication needs are recognised in court proceedings. All children are screened for SALT needs, and practice is adapted so that we work with children in a way that is meaningful to them.

Our aim in 2026- 2027 is to focus on inclusion, reduce exclusions, increase attendance, and introduce AQA accreditation, enabling children to gain recognised achievements through reparation activities and engagement in projects such as farm and allotment programmes, supporting motivation, confidence and progression. We have recently experienced changes to our targeted careers guidance offer but we remain committed to promoting fair access to specialist careers guidance through appropriate pathways and enhanced monitoring.

RESTORATIVE APPROACHES AND VICTIMS



[The Code of Practice for Victims of Crime in England and Wales and supporting public information materials - GOV.UK](#) *We commission Remedi to deliver an independent victim support service, ensuring victims' voices are embedded throughout Youth Justice practice. Clear processes are in place for the Remedi Victim Worker to promote victim consent at the police stage, proactively contact victims, identify and escalate any gaps in engagement, and ensure victims are offered timely support in line with the codes of practice. The Remedi worker will also explore the opportunity for victims to engage in restorative justice, either directly or indirectly.*

The Victim Worker attends all relevant forums, sharing the victim's voice in discussions relating to risk management, safeguarding and reparation activity. We have delivered briefings through team meetings to strengthen the voice of the victim, and their views so that they inform and influence assessments, plans and interventions, to promote restorative and meaningful outcomes for both victims and children. Remedi share data and victims feedback at each Board for oversight. In 2025- 2026 A total of136 victims provided consent for their information to be shared with the police. Of these, 88 agreed to be contacted by our team, & 59 engaged in discussions around restorative justice opportunities. Among those who consented to contact, 59 were consulted for their views prior to OOC & court disposals and were given the opportunity to be kept informed about the child's progress. Our aim is to continue to strengthen a tailored approach through the child's plan to respond to victims wishes

REPARATION



Over Christmas, Olivia and young people on reparation had the brilliant idea of bringing veterans together for a festive brunch! The young people were involved every step of the way. One young person helped write a successful donation application to Greggs as well as managing to get a 6ft Christmas tree donated. Multiple young people created posters and helped send out invitations. Each young person played their part individually and took real pride in seeing the event come together. One young person who attended on the day was so pleased with how everything went, he asked to be involved in the next project, even though he had already completed his reparation hours! A brilliant example of the positive impact this kind of work can have.

Remedi have fostered relationships with several organisations in the community, 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. 100% of our victims said the restorative justice helped them feel safer, and 100% of our children said that this had increased their understanding of the impact of their behaviour.

Victims' journey: *An incident occurred between a teaching assistant and a student that led that student to become involved in Youth Justice. Our victim worker facilitated a direct meeting between them and supported an open conversation that was respectful and restorative, with both parties hearing the other. The victim fed back:* ***"I still remained vigilant but no longer feel fear about coming into school"***

Reparation: *An RJ case was completed between two brothers following an alcohol-related conflict. A direct meeting enabled both to reflect on what happened, agree how to manage future disagreements, and explore ways to rebuild their relationship. They identified shared activities, such as watching films and spending time together, to strengthen their bond. The meeting was a positive step forward, helping them reconnect and begin repairing their relationship.* The family shared that since this RJ intervention, ***"that the dynamic between the brothers has dramatically improved, even resulting in the victim (older brother) sitting down and helping him with his college application"***

SERIOUS VIOLENCE, EXPLOITTION AND CONTEXTUAL SAFEGUARDING

Data for the year ending June 2025 identified 62 recorded serious violence offences involving children, representing an increase of 42 compared to the same period in the previous year. The rate of serious violence per 10,000 of the 10–17 population increased to 13.3, a rise of 4.3. Robbery, knife-related incidents, and violence against the person continue to be key themes.

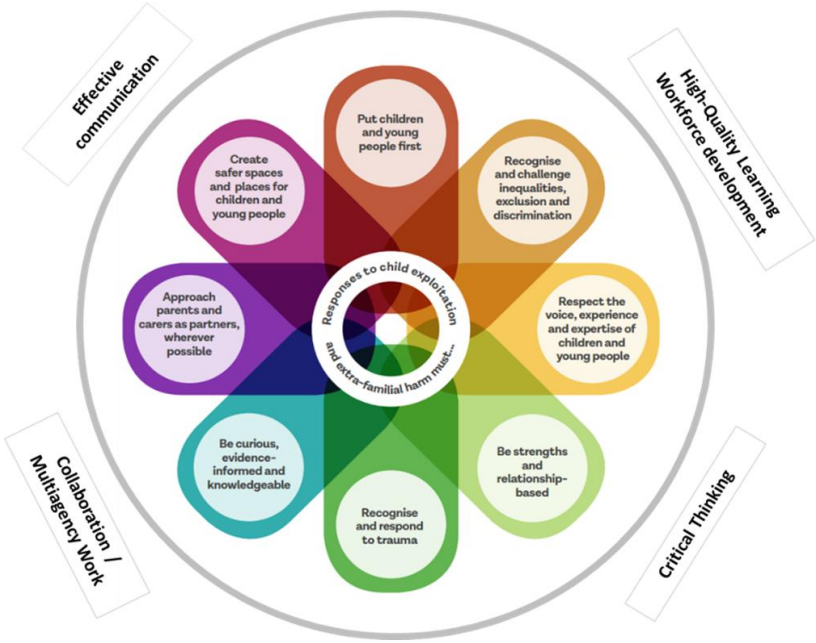
We have maintained a dedicated serious violence project lead, alongside a Youth Justice Partnership Board sub-group focused specifically on addressing serious violence. A serious violence thematic audit was completed to improve our understanding of early indicators, and we have continued to deliver targeted interventions, including the Virtual Reality Knife Crime Programme and School Exclusion Prevention initiative. In addition, health partners have recently introduced 'Stop the Bleed' sessions.

We have implemented an enhanced data set and monthly performance report to better understand trends and underlying factors and have strengthened partnership connectivity through active engagement in Community Safety and Serious Violence Partnership Boards. Despite this, there has been limited impact to date, and serious violence rates remain higher than we would want.

Looking ahead to 2026–2027 serious violence will remain a priority for the Youth Justice Partnership Board, and service delivery. There is a need to reflect on individual Local Authority data sets as our Youth Justice services separate so that our offer is targeted. We will strengthen our early help offer through improved connectivity with family hubs and schools, enabling earlier identification and intervention; enhance mechanisms for feedback from children and their parents/carers; introduce regular assurance and oversight meetings; implement the knife crime guidance referenced earlier; and continue to challenge and support partners to ensure resources are creative, evidence based, effective and targeted. We are committed to developing robust evaluation framework.

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 in 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. 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.

We have strengthened our integration with Complex Safeguarding through joint supervision arrangements, and we attend multi-agency wider safeguarding meetings, including contextual safeguarding mapping meetings. We have developed assurance process so that our Head of Service has oversight of our most worrying children, improving alignment and shared accountability.

In 2026–2027, we will prioritise improving recording to ensure all children open to Complex Safeguarding are accurately reflected on the Youth Justice system.

Detention in Police custody



We have strengthened police data both operationally and at Board level, and we now have monthly data reports that provide the number of stop and search completed, arrests, detentions overnight, number released under investigation, bailed, charged and no further action. The police data also provides the detail of ethnicity, so we have a much clearer understanding of performance. Monthly scrutiny of children detained overnight has been implemented, and is reported in our quality and performance reports, and we can see clear evidence of child-centred policing approaches and clear rationale recorded in a few cases, and good examples have been shared at the Board.

However, the rates of no further action continue to be high following stop and search and arrest activity, and we have reflected on whether these are missed opportunities for children to receive some targeted support.

Going forward, there is a need to reduce missed opportunities for early intervention, particularly by increasing referrals from police into Youth Justice at the earliest stage.

Remand

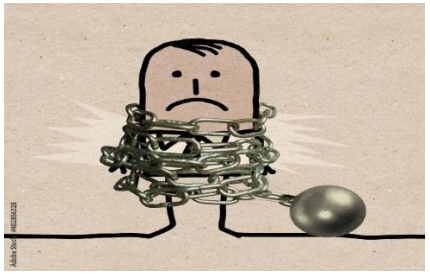
Our data in Q4 2024- 2025 shows that we have low remand rates. Notably we had 1 child in custody on remand during quarter 4 2025-2026 of Asian ethnicity. This child became cared for because of their remand.

We are aligned with the Greater Manchester Remand pilot which has improved regional oversight and consistency in decision-making for children at risk of remand. Whilst we continue to promote alternative to secure remand options such as the Intense Supervision Surveillance programme, or remand to the care of the local authority, we also have access to alternative remand provision through Greater Manchester 'Branch' dedicated accommodation.

Exec Summary - Remand Project

Going forward, we will support Greater Manchester to continue to invest in alternatives to custodial remands through community approaches such as remand fostering, where it is safe to do so.

CUSTODY



Custody rate per 1,000 per 10-17 population.	Bury & Rochdale	Greater Manchester	YJ Family	England	Northwest
Jan - Dec 2025	**0.17**	**0.10**	**0.11**	**0.09**	**0.09**
Oct - Sep 2024	0.19	0.13	0.13	0.10	0.11
Jul 24 - Jun25	0.17	0.16	0.13	0.10	0.14
Apr - Mar 2025	0.13	0.14	0.13	0.10	0.13

Between January- March 2025 our custody rate spiked to 0.17, reflection 6 children entering custody (4 sentenced, 2 remanded), placing us above comparator areas. This represents an exceptional spike rather than a sustained trend, with oversight confirming that cases involved serious offences, and that alternatives to custody were appropriately presented, although not accepted by the Court. It is noted that 3 of the 4 sentenced children were from non-white backgrounds, highlighting a need to further examine disproportionality within sentencing outcomes. In January – March 2026 we had 3 children sentenced in custody, 2 of which are of non-white heritage. Looking ahead to 2026–2027, the priority will be to strengthen the Court's confidence in community alternatives to custody, working with the Youth Bench Chair, through the Youth Justice Partnership Board and ensuring pre-sentence reports clearly articulate the risks of custody and the benefits of community-based interventions.

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

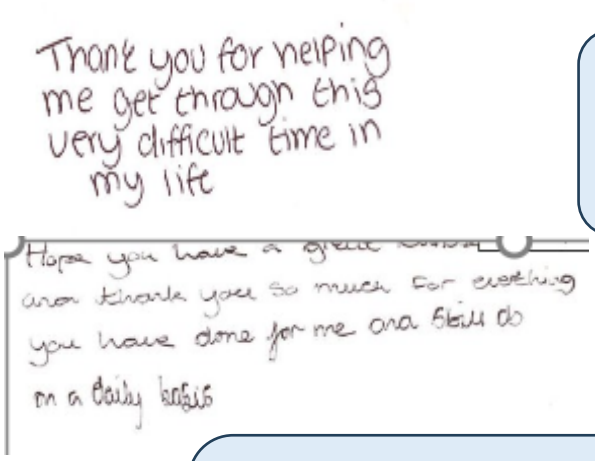
We gatekeep all PSR's to quality assure our recommendations	*We have a practitioner in Court to support the child & offer guidance*	*Every child in custody is discussed at our multi agency risk meeting*	*Accommodation, family, health and education are central*	*Resettlement starts at the beginning & the end*
Collaboration with children, families and victims				

Our aim is to always reflect on Constructive Resettlement through the (5C's) approach. We **C**ustomise our plans to each child and **C**o-create: we **C**onsistently support stable relationships before, during and after custody: we offer **C**oordination of services, so we are working together to achieve shared goals: and we **C**ollaborate with all professionals and services involved so that we work together to promote safety and stability, paying particular attention to education, training and accommodation for release. Whilst custody is sometimes necessary, this must continue to be the exception rather than the rule. We understand that children's lives are profoundly disrupted, and unravel following their removal from society, and going forward our responsibility is to ensure that we will continue to provide continuity.

WORKING WITH FAMILIES

Bury and Rochdale have their own family help offers. Both Local Authorities deliver the Turnaround programme, adopting a whole-family approach to prevent offending and re-offending. Our work recognises that strengthening relationships within the family where possible is central to achieving sustained positive outcomes for children. We support children, parents and carers to build meaningful, trusting relationships through collaboration during assessments, plans and delivering interventions that promotes safety, stability and resilience in the home environment. We understand that this can be quite difficult for children who have experienced diversity, and who are living in care placements.

We actively involve parents and carers throughout the child's journey, including in assessments, intervention planning and service delivery. We prioritise their voice through a range of feedback mechanisms, including QR codes, in-person review meetings, and conversational audits, ensuring their experiences inform both individual plans and wider service development. Feedback from children and families has been consistently positive, highlighting improved relationships, increased understanding, and stronger engagement with support.



Mum and dad said your input was particularly special. Mum got a bot tearful at one point because of the progress, XXX had made and described you as 'like a member of the family' and 'got stuck in'.

'I wanted to take a moment to share my appreciation for the incredible support my son and I have received from Andrea Llywelyn-Jones. From the very first meeting, she created a sense of safety, calm and normality. That alone made a world of difference.

Michelle has been very understanding and very patient. She has put things in place to help XXX

XXX is more thoughtful around his behaviour. Dave has done great work with him. Dave has always been very patient and kind to explaining all the work they have done together. And explaining the effects of XXX behaviour. Dave has always treated XXX with respect

Her dad told the Panel, 'Leanne has been absolutely brilliant, I can't speak more highly of her. If XXX doesn't get on with someone, they won't get anything out of her but Leanne brought it out of her. Although she was nice with XXX, she didn't take any messing about'. Dad felt XXX was lucky to have got a case manager like you and added she is 'like a different Child' and. He shared his concerns that 6mths ago, he was really worried about where XXX would end up and feels the intervention with YJS, 'WORKS!'

We recognise that building resilience within families is key to enabling children to make and sustain positive change, and we continue to embed this understanding across our practice. We have dedicated practitioners who attend our Early Help Panels which has strengthened our insight into what is required to support families through coordinated responses.

Looking ahead, our focus is to reflect on the Families First reforms, strengthen our integration with Family Hubs and adopt a neighbourhood-based model as we transition to deliver our separate Youth Justice services. Our approach will be underpinned by the principles of “think child, think family, think community”, ensuring that support is rooted in the child and families lived experience and local context. This will enable us to support children and families to access a broader, more consistent network of resources that can be sustained beyond our involvement, ultimately reducing re-offending and promoting long-term positive outcomes.

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

Date

Abu Siddique

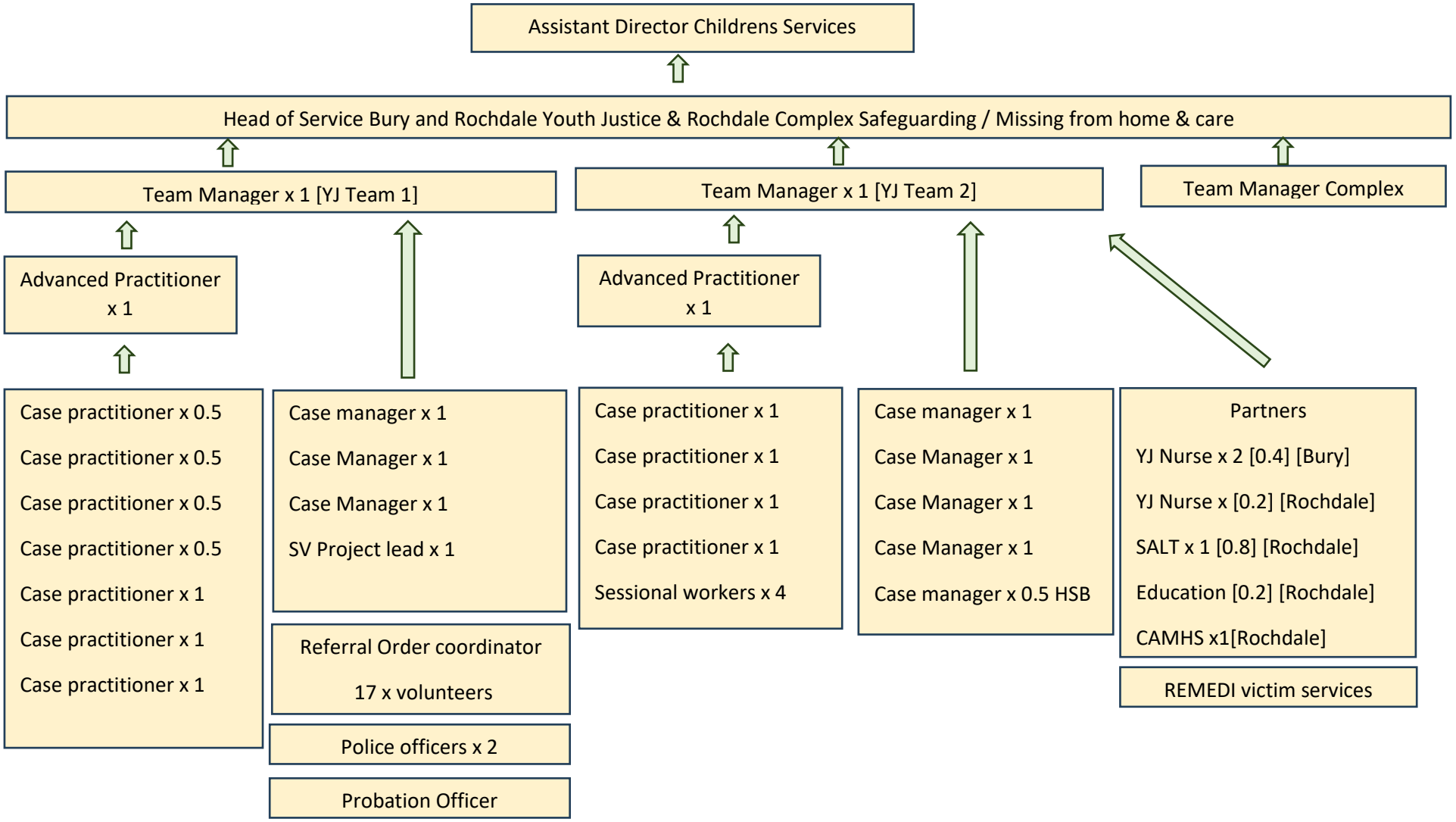
Assistant Director Children Services Rochdale

Co- Chair Youth Justice Management Board

Signature

Date

Appendix 1: Staffing Establishment



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	638,898.00			638,898.00
Bury Contribution	450,505.00			
LA Rochdale	772,458.00	140,538.00	453,046.00	1,366,042.00
Police	35,000.000			35,000.00
Probation	3,500.00			3,500.00
Health	15,000.00			15,000.00
Total	£1,915,361.00	140,538.00	453,046.00	2,058,440.00