**Annex A - Youth Justice Plan**

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| **Service** | Salford Youth Justice Service |
| **Service Manager / Lead** | Lee Matthews |
| **Chair of YJS Board** | Charlotte Ramsden |

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# Introduction, Vision and Strategy

## Foreword from Chair of the YJS Partnership Board:

On behalf of the Salford Youth Justice Board I am pleased to share with you the Salford Youth Justice Plan 2022-23. Salford partners have a shared ambition to enable every child and young person in the city to achieve their potential and in order for this to be possible we work hard to enable them to be safe, healthy, have access to good education and opportunities, and to be listened to, so that we can continually shape services to better meet their needs. This plan demonstrates those commitments for children who become involved in crime and anti-social behaviour or are at risk of becoming so. Our multi-agency commitment and offer is clear and we are committed to measuring the impact of what we do to inform the future development of our work. We know that working in partnership with families is vital and our plans have a whole family approach, but with children at the centre.

Salford is a vibrant and passionate city with much to be proud of. We are committed to supporting all children to access the opportunities that exist but also to support those who need it in respect of the challenges their lives have brought them. Poverty and hardship feature in the lives of too many children, and the impact of Covid 19 remains severe in respect of mental health, relationships, education and future plans. Our work focuses on doing with, not to children and their families and we are continually learning about the most effective relationship and strengths based practice.

I want to pay tribute to our committed and dedicated Youth Justice Service who work in such a committed way for the good of our children. We look forward to another year of passionate and dedicated work and doing our utmost to make a difference in their lives.

## Introduction:

The Crime and Disorder Act 1998 requires Local Authorities to have a Youth Justice Plan to set out how youth justice services will be funded and delivered locally within the parameters created by available resources. This document sets out the plans and priorities of Salford Youth Justice Service (YJS) for the period 2022-23. It will be reviewed annually to reflect the impact of changing national and local youth justice priorities and service user feedback. It directly addresses the aim of the Youth Justice System to prevent offending by children and young people (Crime and Disorder Act 1998).

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

This plan should be read in conjunction with Salford Children’s Services Business Plan and Youth Crime Prevention Plan. Copies of these documents are available from [Enquiries@yjb.gov.uk](mailto:Enquiries@yjb.gov.uk).

## ‘The Salford Way’:

‘The Salford Way’ is a range of initiatives aimed at creating a ‘**fairer, greener and healthier Salford’**. An ambitious plan to build a more inclusive and green local economy and a fairer city where everyone can reach their full potential and live prosperous and fulfilling lives.

To help us achieve this vision we have identified some key priorities to tackle the problems people in Salford are currently facing, the Great Eight.

The Great Eight are:
1 Tackling poverty and inequality
2 Creating vibrant places and spaces
3 Tackling the climate emergency
4 Skills and education (A learning City)
5 Affordable housing and reducing homelessness
6 Promoting transport and digital connectivity
7 Creating economy for all
8 Tackling health inequalities and providing the best possible care #OurValues
Pride, passion, people, personal responsibility

Alongside other services within Salford Council, Salford YJS have a key role in supporting the delivery of this vision by supporting children, families, victims and communities.

## Salford YJS Vision and Mission Statement:

In 2018, during a staff Development Day, a Vision Statement and Mission Statement was co-produced between staff and management.

Vision statement
To be the best at what we do:
inspiring and empowering change in young people, for them to be the best that they can be. Mission statement
Working in Salford and its wider communities, with young people their families/carers, partners Courts and communities. Salford YJS aims to reduce offending by young people. It works to repair harm caused by offending, assesses and responds to offending and safeguarding risks, and promotes access to opportunities for change.
In doing this, the team uses reflective practice and upholds values of honesty, integrity, professionalism, respect and inclusivity. It cherishes its belief in the capacity of all positive change.

In recognition of some recent changes to the service in terms of both frontline and leadership roles, it is acknowledged that a further staff Development Day is necessary in order to support service development, staff cohesion and to undertake a review of the vision and mission statement. This would also afford an opportunity to consult with children, parents/carers, victims and Board Members and to ensure a truly co-produced ‘child-first’ service vision and mission statement. This is included in the service Priority Action Plan for 22/23.

During a Manager’s Development Day in February 22, the following 3 key services objectives were set:

1. To ensure that the fundamental aspects of our service delivery (Assessment, Planning, Implementation & Delivery and Review) are undertaken to the highest possible standard with a ‘Golden Thread’ throughout.
2. To consider the use of FGC and RJ (were appropriate) to help children & young people repair harm, build sustainable relationships and to support them in desisting from offending/re-offending.
3. To explore new ways to capture the voice of children, parents/carers and victims in all aspects of our work. This may include invites to Resettlement Panels and capturing their voice in MARMMs.

Staff were consulted on these objectives and these have been incorporated into staff appraisals for 22/23. These 3 objectives are themed around the need to ensure that the **‘bread and butter’** of service delivery is achieved (linked to Domains 2 and 3 of the HMIP Inspection Framework), that **restorative approaches** are embedded into practice and that **participation** is central in the work we deliver.

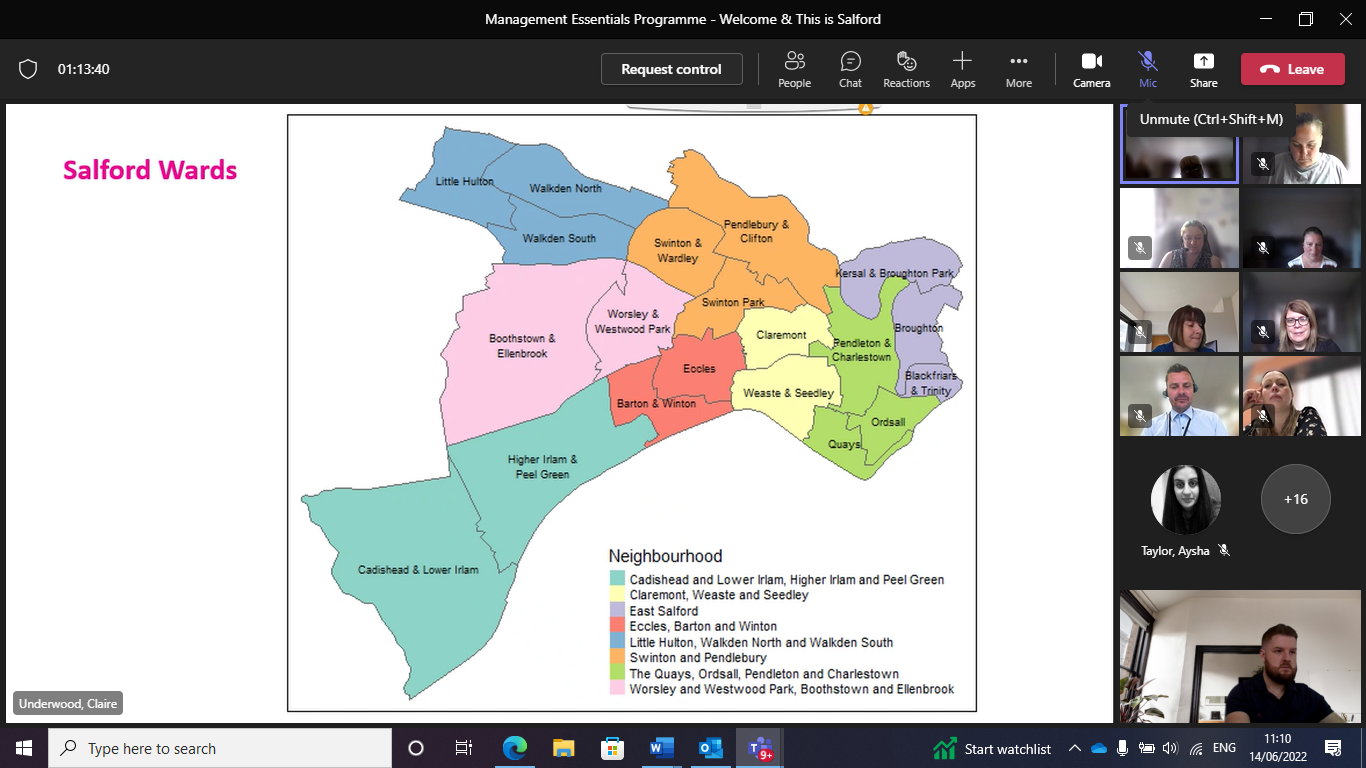
Significantly, National Youth Justice data indicates a sustained and positive reduction in the number of children entering the youth justice system for the first time. Somewhat invariably however, the focus on diversion and prevention also brings with it the recognition that those children who do remain in the Youth Justice Services are often the most vulnerable children with multiple complex needs. Many of these children are entrenched in a cycle of offending and often present the greatest risk to the public and subsequently the biggest challenges to the professionals responsible for their supervision and care. Indeed, no single agency has the resources or expertise to improve outcomes and desistance for these children single-handedly; it is therefore vital that a partnership approach based on integration and innovation to tackling youth crime remains at the heart of this plan. How Salford achieve this, is covered in section 5 of this plan.

### Key Achievements for 21/22:

* An ETE Thematic Inspection was carried out at Salford YJS by HMIP, Ofsted and Estyn. Whilst not published, the feedback from the Lead Inspector was overwhelmingly positive. Learning and recommendations have been taken on board and captured within the YJS Priority Action Plan.
* 160 AQA awards achieved for 68 individual children.
* Salford YJS achieved the Achievement for All SEND Quality Lead status and are working towards the Child First Commendation.
* Continued delivery of services ‘business as usual’ approach during Covid-19 Pandemic. Responsive interventions utilising various methods of contact.
* At present, all posts within the service structure (see Appendix 2) are filled with the exception of the Seconded Probation Officer, however, efforts are being made to recruit to this and contingency arrangements are in place to support the transition of children from youth to adult services.
* A dedicated YJS Training Plan for 22/23 was created. Staff were consulted about training needs through a staff survey and 1:1s.
* One of the YJS Social Workers successfully supported two student Social Workers who have since secured roles in Children’s Social Care (CSC).
* The YJS Management Team agreed a new meeting structure for 22/23 including monthly Whole Service Meetings, monthly Management Team Meetings and monthly Management Priority Action Plan Meetings. In addition, Salford YJS have continued to commission a Social Work Consultant to deliver quarterly Clinical Supervision for the Team. The team continue to benefit from Case Consultation Meetings and Specialist Drop-Ins to discuss children and these are facilitated by dedicated members of the Team.
* A new audit process and cycle was agreed for 22/23. The first audit of 20x cases was completed by the Management Team in March 22 with dates agreed for the rest of the year. Findings from the audit have been reflected in the Priority Action Plan to ensure continuous service improvement.
* A YJS Priority Action Plan was devised based on initial findings and observations of the new Head of Service and feedback from the Management Team, wider team and the Partnership Board. This plan is reviewed monthly by the YJS Management Team and updates are presented at the quarterly Partnership Board.
* Salford YJS have continued to see an overall reduction in the Binary Reoffending rate and First Time Entrants.

# Local Context

Salford YJS works across a largely urban area covering 37 square miles and the five districts of Salford: Eccles, Worsley, Irlam and Cadishead, and Swinton and Pendlebury covering 20 wards:



## A snapshot of Salford’s demographicas of 01.04.22:

* The **10-17 years population of Salford is 23,561** (equates to **9%** of total Salford population: 262,697, ONS 2020)
* **86%** of the Salford population are White British (**14%** BAME)
* **50.6%** of the population in Salford are male with **49.4%** female
* Salford is ranked in the top **10%** most deprived areas nationally with 23.3% of children living in low-income families (average household income £30,056, 2019).

## Children’s Social Care (CSC) information as of 01.04.22:

* **2490** children open to statutory CSC
* **562** cared for children
* **312** children with a child protection plan

## A snapshot of Salford’s YJS caseload as of 01.04.22:

**105 children open to the YJS** with one of these children having 2 active interventions (total of 106 interventions).

* 26 were mentoring/befriending related
* 11 were at assessment stage (following recent referrals into the service)
* 36 were Out of Court (OOC) Disposals
* 33 were Court Imposed Disposals

Excluding the mentoring/befriending interventions, there were 80 active interventions across the OOC and Court Disposals. **45% (36) were OOC Disposals** and **41% (33) were Court Disposals** with the other 14% (11) made up of young people being assessed in the main (7) for OOC Disposals.

Nationally, the trends in Youth Justice cohorts have changed in recent years with more children (typically two-thirds) being dealt with in the OOC arena. Based on the above data, **Salford YJS had 54% (once the assessments were concluded) of the caseload that were OOC Disposals** which is slightly less than the National picture. This may be a consequence of the serious nature of offending in Salford (resulting in Court Disposals) which is characterised by an increase in serious youth violence and children committing seriously violent offences (including Murder) at a young age with some of them having had no previous youth justice involvement.

Consequently, Salford have a significant challenge in terms of the number of children and young people being remanded or sentenced to custody with one of the highest per 1000 of the 10 – 17 population across England and Wales. A recent ETE Thematic Inspection undertaken in January 2022 confirmed that Salford had one of the most ‘complex’ caseloads they had seen during the inspection cycle.

## Other YJS caseload data for the period April 21 – March 22:

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

* **Age – 75% aged between 14 – 17**
* **Gender - 83% male**
* **Ethnicity** – **22% BAME** demonstrating an over-representation in the YJS when compared to the general population which is 14% BAME
* **CSC Status – 16% cared for children and 8% were subject to a child protection plan**

# Child First

## Salford YJS commitment to a child first approach:

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

The new Head of Service that joined the service on 31st January 2022, has been greatly impressed by the genuine passion, desire and commitment that the staff have towards the children which are qualities fully aligned with the **Salford Values (Pride, Passion, People and Personal Responsibility)**. Many longstanding staff members some of whom have worked at the YJS for over 20 years continue to work effortlessly and innovatively to ensure best outcomes for the children that we work with.

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

Following the recent communication from the YJB, two staff members (Case Manager and Intervention Worker) have been booked onto the Child First Effective Practice Award. This additional knowledge will be invaluable for the service and it is hoped that following the course, the two staff members will become ‘Child First Champions’ to help further develop the child first approach within Salford YJS and across the wider partnership.

In addition, the YJS are currently in the process of having it’s SEND Quality Lead (accredited by Achievement for All) upgraded to include a Child First Commendation.

## Consideration to the four tenants of the child:

Below are five key examples of how Salford YJS are working towards a child first approach:

**Responsive Interventions:**

Salford YJS are proud to have a dedicated Interventions Team which is overseen by one of the four Operational Managers. Four Intervention Workers take a leading role in sourcing, devising and updating new resources and interventions in consultation with children. This ensures that intervention delivery is current, child-centred, developmentally informed and responsive to particular needs and any structural barriers. During the monthly Whole Service Meeting, any new interventions are presented to the team so that all staff are made aware to support with intervention delivery.

**Assessment and Planning:**

As of April 2022, all children open to Salford YJS (with the exception of Diversion) have a full AssetPlus completed which ensures a holistic end-to-end assessment and plan is completed. The child and their parent/carer are central within this process particularly in relation to the planning element. Salford YJS have an Intervention Plan which gives equal consideration to areas of concern (factors ‘against’ desistance) and strengths (factors ‘for’ desistance) which can support with their pro-social identity and sustainable desistance and thus impacting positively on communities and resulting in fewer victims.

**Constructive Resettlement:**

In particular reference to children entering and leaving custody, Salford YJS have in place a Resettlement Policy which is underpinned by the principles of Constructive Resettlement. Following the arrival of the new Head of Service, the Resettlement Policy along with all other guidance, is being further developed to give greater consideration to supporting children entering custody with SEND and utilising a more robust planning template to capture the child’s voice in their resettlement planning.

**Prevention and Diversion:**

In terms of promoting a childhood removed from the justice system utilising effective prevention and diversion, Salford YJS have a commitment to driving this to ensure that the right children receive the right support at the right time, whilst ensuring that children that don’t require YJS support are signposted to relevant services through locally agreed systems. Salford YJS recognise that sometimes exposing children to a youth justice setting can sometimes create stigma and in some cases do more bad than good. In 2021/22, Salford worked with 36 children on a diversion basis down from 57 in 2020/21 (a reduction of 37%). Referrals come from the Police, CSC and the Community Safety Referral Team. At present the YJS Prevention and Diversion offer is being revised by the Operational Manager leading in this area which will ensure that processes are clear and streamlined. This review involves partners from Early Help and aims to ensure that children are accessing the right support at the right time and from the right service. Once the review is completed in early Summer 22, promotional work will take place to ensure that referrals are being made where concerns/needs are identified.

**Widening the Child First Approach:**

The work undertaken by YJS Practitioners and Managers presents various opportunities for the child first approach to be promoted across the partnership.

This can range simply from the language we use during multi-agency meetings through to the organisation of partnership arrangements, service delivery and training.

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

Furthermore, one of the YJS Police Officers is currently developing a virtual training package for Greater Manchester Police which will include short video presentations from YJS staff and key partners whereby the child first approach can be communicated. Once completed, this training can be used as ongoing material for all new recruits. Training has also been provided to Magistrates regarding child first and trauma-informed approaches and the new Head of Service jointly with one of the Operational Managers has recently delivered a YJS Partnership Board Induction which promotes the child first approach.

# Voice of the Child

Salford YJS have a Participation Strategy which has recently been updated. This outlines the various methods by which feedback from children, parents/carers and victims is used to shape service provision and delivery. Salford YJS have developed an ethos whereby staff pro-actively seek to gain feedback from service users at all stages of their involvement from initial assessment through to closure.

The voice of children feeds into to citywide youth voice initiatives through Salford’s voice of the child group. For example, young people’s views from the YJS have fed into documents on Covid impact and the Neglect Strategy.

In April 2022, two Workers (Reparation Worker and Community Connector) were identified as ‘Participation Champions’ and they are playing an active role in gaining impartial feedback from services users at the end of interventions. The plan is that this feedback will be collated on a monthly basis and presented to the monthly Managers Meeting to review. Any key strengths or learning can then be shared with the wider team and used to shape service delivery.

The Interventions Team are constantly adapting interventions and programmes such as the Car Crime Programme based on feedback that they receive from children. Below is some feedback from one of the Interventions Workers on how feedback is captured to inform intervention delivery:

*“As we re-vamped the Car Crime programme, I picked a group of young people to help me with this task and worked on a one-one basis. Each time we completed a session I asked for their feedback, what they found engaging, was it easy to understand? was the session too long? did they start to lose concentration? did they understand the point of the session? what could we have done better? Working on this task with our YP was extremely positive as they all have individual learning styles and skills, the information they provided and their idea’s where then put into practice and they were more than happy for me to show them the updated session which they had helped to develop, I have now started using this model on all our intervention sessions so moving forward we can keep our programmes in line with our YP views and learning capabilities”.*

## Areas for development:

Whilst participation is on the whole strong, some new processes are yet to be fully embedded and there is a recognition that participation within Salford YJS can be further strengthened:

* With the recent relaxation of Covid-19 regulations, some more young people forums could be developed to further enhance how we capture feedback from children.
* The voice of children could also be better represented in strategic forums such as the YJS Partnership Board and within the recruitment of new staff.
* Considering how digital technology can be used to capture feedback from children i.e., voice recordings, video recordings.
* Ensuring that we capture young people’s views in YJS led meetings such as Resettlement Panels and within Multi-Agency Risk Management Meetings (MARMMS).

All of the above will be built into the YJS Priority Action Plan for 22/23.

# Governance, Leadership and Partnership Arrangements

## Governance and Leadership:

Salford YJS is a multi-agency partnership that sits within CSC in Salford City Council. The service is led by the Assistant Director of CSC and the Head of Youth Justice. Within the YJS Management Structure there are four full-time Operational Managers (all with newly agreed Thematic Leads and areas of responsibility) that sit under the Head of Service – see Appendix 2.

Historically the YJS has been very stable with minimal staff turnover and overall, this is still very much the case. Over the past 12 months however, there have been some changes in the leadership with the longstanding Head of Service taking on a new role in the Council and one of the four Operational Managers taking up a promotion opportunity within another Local Authority. A new Head of Service commenced in post at the end of January 2022 and an Operational Manager who was already working for Salford City Council commenced in post in late 2021.

Governance of the YJS is provided by the YJS Partnership Board which meets quarterly, and this is chaired by the Strategic Director - People. Additional governance is provided by the Salford Safeguarding Children’s Partnership and the Community Safety Partnership.

With the new Head of Service starting at the end of January 2022, this has presented an opportunity for the function and membership of the YJS Partnership Board to be reviewed. New members have been identified from the Speech and Language Team (attended first Board Meeting in April 2022), CAMHS and the CCG (with a view to them attending future meetings). Existing Members from services such as Early Help have also been contacted to request attendance going forward. Furthermore, the April 2022 Board acknowledged the fact that a formal Vice Chair was required so this is currently in the process of being finalised. The format of the meeting has been adapted to include a case study at the start of each meeting whereby members of the YJS Team are invited to present and there is now a partner report card which requires key partners to provide data and narrative relating to their service area and how this is supporting the work of the YJS. The report card is still in its infancy and requires further embedding to achieve consistency however, this is a positive step in regards to a joined up approach.

The Head of Service produces a quarterly performance report which is presented to Board Members, and this has recently been improved to provide a greater level of analysis and insight into the children open to the YJS. The first deep-dive analysis was presented to the April 22 Board and further deep-dives will be presented to the Board on a quarterly basis. Please contact [Enquiries@yjb.gov.uk](mailto:Enquiries@yjb.gov.uk) for a copy of the deep dive analysis.

Board Members have welcomed these changes. In addition to providing performance data to the YJS Partnership Board, Salford YJS provides information for the Children Services Business Plan and to Greater Manchester Combined Authority (GMCA).

The Head of Service and one of the Operational Managers delivered a Board Induction for all Board Members in April and June 22. This covered an overview of the YJS, roles and responsibilities of Board Members, a section on the HMIP Inspection, a self-assessment against Domain 1 of the HMIP Inspection Framework (Organisational Delivery) and a Board Pledge. Going forward, a booklet is going to be produced for Board Members which will provide all relevant information about the YJS. At the end of the Board Induction, Members were asked to consider the following three questions and feedback to the Head of Service:

1. How does the work of the YJS contribute towards the aims and objectives of your service / organisation?
2. How can your service / organisation contribute towards the aims and objectives of the YJS?
3. How do I or could I contribute to the YJS Partnership Board?

A "Golden Thread" within the Leadership Structure
All members of Youth Justice Service Partnership Board link with:
Strategic Director - People Chair of Partnership Board. Link to Corporate Leadership Team, Strategic Partners and wider People Services.
Assistant Director of Children's Social Care. Link to Children's Social Care Senior Management Team, Safeguarding & QA, Cared for Children, Integrated Social Work, Transformation and Complex Safeguarding Teams (including Barton Moss Secure Unit).
Head of Youth Justice. Link to YJS Managers and staff through supervision, team meetings etc.

## Partnership Arrangements:

Salford YJS is one of ten Councils in the GMCA that provides a youth justice service and works collaboratively in the delivery of training and provision of services. Heads of Service from within GMCA meet on a monthly basis to ensure that strategic partnership arrangements remain strong. Heads of Service also oversee the Greater Manchester Transforming Youth Justice Action Plan which is currently under review for 22/23.

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

* **Barnardos** - working with children displaying Harmful Sexual Behaviours
* **City Wall** - delivering direct support to children in custody and supporting successful resettlement plans underpinned by Constructive Resettlement
* **Remedi** - delivering mentoring and reparation services to children
* **Early Break** – working with children and families affected by substance misuse issues
* **Youth Service** – Choose to Change Project working with children (aged 10 – 12) at risk of entering the youth justice system through a preventative and targeted lens
* **Career Connect** – working with school leavers to support with suitable ETE destinations.

Within the YJS structure, there are 2x qualified Social Workers and a dedicated Education, Training, Employment (ETE) Worker. The ETE Worker post has recently being taken up by a new post-holder and they will have a key focus in ensuring that strong links are established and maintained with mainstream, specialist, alternative and further education providers.

Salford YJS is committed to working in partnership to ensure:

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

Salford YJS invite partners to relevant meetings including MARMMS, the weekly Out of Court Disposal Panel, Resettlement Panels and other relevant professionals/Team Around the Family meetings regarding children. In addition, YJS staff and Operational Managers attend relevant forums including the Chanel Panel, Strategy Meetings, Missing from Home Meetings, CIN, CP, LAC Reviews and MAPPA meetings as some examples.

The Head of Service is linked into several strategic meetings as follows:

**Strategic Partnership Meetings in Salford:**

* Serious Organised Crime Strategic Governance
* Youth Crime Prevention Steering Group
* Reducing Reoffending Group (Adults)
* SEND Partnership Board
* Vulnerable Learners Partnership Board
* Community Parenting Board
* Community Safety Partnership
* Complex Safeguarding Partnership Group
* Schools Causing Concern Meeting
* Drug and Alcohol Working Group
* Threats to Life Partnership Governance Meeting

**Regional Meetings:**

* GM YJ Strategic Managers Meeting
* GM Resettlement Consortium Strategic Group
* NW Head of Service Meetings (YJB)
* GM Out of Court Scrutiny Panel

# Resources and Services

At the time of writing this plan, the YJB Core Grant for 2022/23 has not yet been confirmed, however, an email received from the YJB on 20.05.22 confirmed an extra £300m of investment into the youth justice sector over the next 3 years. This plan has been based on receiving the same YJB Core Grant as in 21/22 and known funding from the Local Authority and GMCA.

In addition to using the YJB Core Grant to support the delivery of the YJS Training Plan and developments around innovative practice and service development, any enhancement would be used to further improve services for children, families, victims and communities in Salford with a focus on prevention and diversion. Conversations have already commenced with partners in anticipation of this grant increase however, once confirmed, consultation with young people, staff and Board Members will take place to consider how this funding can be best utilised.

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

**Youth Justice 2022/23 Budget:**

| Agency | Staffing  Costs (£) | Payments in kind – revenue (£) | Other delegated  Funds (£) | Total (£) |
| --- | --- | --- | --- | --- |
| Local Authority | 115,000 | 500,684 | 50,000 | 665,684 |
| Police Service | 27,500 |  |  | 27,500 |
| National Probation Service | 44,431 |  |  | 44,431 |
| Health Service (CCG) | 48,100 |  |  | 48,100 |
| Police and Crime Commissioner |  |  |  |  |
| YJB Core Grant |  | 561,945 |  | 561,945 |
| Other:    GMCA |  | 45,000 |  | 45,000 |
| Total: | 235,031 | £1,107,629 | 50,000 | £1,392,660 |

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

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

With the exception of the Seconded Probation Officer, Salford YJS are fully compliant with these requirements. Providing dedicated staff with knowledge of their host agencies to the service helps to support the ethos of integration and supports multi-agency working.

The YJS Seconded Probation Officer post has been vacant since the end of 2021. The Head of Service has liaised with the NPS and given the National shortage of qualified Probation Officers and the current lack of suitable candidates to fill the YJS post, monies are currently being claimed in order that the YJS can consider how it resources other areas of the service. Given the small number of young people in the YJS cohort presently that require a transition to the NPS, this is manageable with identified staff in the NPS overseeing any transitions however, as soon as a suitable candidate becomes available plans will be made to ensure the Secondment arrangement is fulfilled.

# Progress on Previous Plan

The following 4 priorities were set out in the Youth Justice Plan for 21/22 and below are updates on progress made:

**Covid-19 Response –** In 2020 at the start of the pandemic the YJS developed their Business Continuity Plan and Risk Assessment. In line with Government guidance all staff were initially advised to work from home and Council offices were closed.

Nevertheless, the YJS being a statutory service maintained a ‘business as usual’ approach ensuring that children continued to be seen with staff delivering interventions at children’s homes, in schools, out in the community and virtually. The YJS was one of the first Council services to return to its office with limited staff going in on set days and with the use of ‘staff bubbles’. Up until March 2022, staff had been office-based for a maximum of 2 days per week however, in line with Government guidance and the lifting of restrictions, the Covid-19 risk assessment was updated and staff now have the flexibility to be office-based as they see fit and in line with the Councils ‘Hybrid’ model of working. Staff are using a booking system to see children at the YJS office and a number of meetings including Referral Orders Panels continue to take place from the YJS office.

**Education, Training & Employment –** Most notably, an ETE Thematic Inspection was carried out at Salford YJS in January 2022. Whilst not published, the feedback from the Lead Inspector was overwhelmingly positive. Learning and recommendations have been taken on board and captured within the YJS Priority Action Plan. The key recommendation related to the YJS improving communication with some of the mainstream secondary provisions in Salford. This recommendation has already been progressed by the YJS Operational Manager with a Thematic Lead for ETE and the Service Manager for Educational Inclusion. The new YJS ETE Worker will be taking a key role in ensuring that relationships with identified schools are established and maintained to assist in effective information sharing going forward.

A new development in Salford includes primary and secondary schools causing concern meetings which are attended by the Head of Service. This affords an opportunity for any issues to be fed through to the Head of Service that can be communicated in such meetings.

The YJS has well established relationships and arrangements with colleagues in the city to ensure that young people who become involved with the service are supported to do well in education and progress to appropriate further education, vocational training or employment opportunities. Progress in this area will be reported to and monitored by the YJS Partnership Board each quarter.

As detailed in the previous YJ Plan, the Department for Education provided additional funds to a number of Alternative Provision (AP) schools in England who have been highlighted due to their high pupil numbers and identified as hot spots for youth violence including knife crime. This includes Salford’s Pupil Referral Unit for children permanently excluded from mainstream schools. A high percentage of young people involved with the YJS attend this educational facility. These additional resources have been used to co-locate specialist workers from health, education, CSC, youth services and youth justice. It has been recognised that young people who attend AP schools are at high risk of disengagement from education and becoming involved in serious violence and county lines offending. The YJS is currently involved in this initiative with one of its staff members seconded into the role until Spring 2023.

**Serious Youth Violence –** Salford like many other areas in England and Wales are experiencing an increase in the number of young people being charged with offences of violence that often involves the use of weapons.Over the past 12-months, these concerns have escalated with a number of young people being remanded or sentenced for seriously violent offences including Murder. Salford YJS have devised a Reducing the Use of Custody document which sets out the response to try and reduce remands and custodial sentences.

Salford YJS and the wider partnership are aware of this and continue to coordinate a response which sets out plans to tackle serious youth violence. A GM Serious Violence Action Plan has been devised which sets out the partnership response. In addition to developing and delivering a range of interventions for young people committing violent offences, Salford YJS play a key role in contributing to the Youth Crime Prevention Plan through the delivery of Diversion, Out of Court and Court Disposals. Salford YJS jointly with Clifton PRU run a termly THRIVE – Knife Crime Prevention Programme. This is open to young people with knife offences supervised by the YJS as well as identified pupils at Clifton PRU.

Through links to the GM Strategic Managers Meeting and Salford’s Community Safety Partnership, Salford YJS are also linked into the Violence Reduction Unit and accesses a range of joint funding opportunities aimed at tackling serious youth violence. One example of how this funding has been used so far is through the delivery of coaching sessions for the service by an organisation called ‘coaching inside and out’. With this coaching, it is hoped that peer and manager support can be strengthened through more meaningful and inquiry led conversations which in turn can support enhanced assessment and intervention delivery for the young people and families that we support.

Through the Youth Crime Preventing Steering Group and the associated Serious Violence Spending Plan, Salford YJS have been successful in bidding for £18,000 through the Violence Reduction Unit to support the reduction of youth crime and violence through Restorative Approaches. This will involve uplifting the part-time Reparation Worker post to full-time with a focus on expanding the offer to OOC Disposals, better involving victims and communities, developing projects and increasing employability and life chances for children through AQA accreditations.

**Salford’s Adolescents Offer** **–** Over the past year, Salford YJS in partnership with colleagues devised an electronic directory of resources and a programme of seminars to highlight the opportunities available in Salford. These have been made available to a wide range of organisations and services in Salford.

Since the last YJ Plan, the Salford Safeguarding Children Partnership annual strategic and assurance priority areas for 22/23 have been agreed and one of the assurance areas is in relation to adolescents. There has been a request for an Adolescent Strategy to be developed which will accompany the directory previously produced. The Head of Youth Justice has been asked to lead on this piece of work which commenced in May 22. The plan is for the strategy to be finalised in Winter 22/23.

# Performance and Priorities

The Youth Justice Board and the YJS Partnership Board oversee performance of the service. The Head of Service produces a quarterly Performance Report to the Board with Quarter 4 providing end of year comparisons. The Head of Service also presents a summary of key findings (contact [Enquiries@yjb.gov.uk](mailto:Enquiries@yjb.gov.uk) for a copy of the latest quarterly report and key highlights) to the whole service each quarter to ensure that they are aware of local trends and priorities. The two most recent Performance Reports have aimed to provide the Board with a greater level of insight into the children and young people open to the YJS.

Since the new Head of Service has come into post, there has been a drive to improve how and what data we capture with a recognition that to drive service improvement we must understand the local performance data and trends. The Head of Service is currently reviewing the current staffing resource regarding data analysis and hopes to finalise this arrangement in the coming months so that data analysis can be further strengthened.

Managers meet on a monthly basis to review performance data and a new template has been introduced in May 22 which Managers will continue to develop. Going forward, the Head of Service will be presenting key highlights from performance data to the CSC Head of Service group on a quarterly basis.

The below provides an overview of Salford YJS performance against the 3 National Key Performance Indicators and an overview of the caseload profile from April 21 to March 22.

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

| **Reporting Period** | **First Time Entrants** | **Reoffending Rate** | **Custodial Sentences** |
| --- | --- | --- | --- |
| **April 17 – March 18** | **88**  **PNC data: 413** (rate per 100,000 of 10-17 population) | **35.9%**  **April 17 – Mar 18**  No in cohort 156  Reoffenders 56  No of offences 341 | **16** |
| **April 18 - March 19** | **78**  **PNC data: 288** (rate per 100,000 of 10-17 population) | **34.3%**  **April 18 – Mar 19**  No in cohort 140  Reoffenders 48  No of offences 248 | **24** |
| **April 19 - March 20** | **64**  **PNC data: 219** (rate per 100,000 of 10-17 population) | **28.6%**  **April 19 – Mar 20**  No in cohort 105  Reoffenders 30  No of offences 141 | **26** |
| **April 20 – March 21** | **60**  **PNC data: 187** (rate per 100,000 of 10-17 population) | **No published data** | **8** |
| **April 21 – March 22** | **52**  **PNC data not published** | **No published data** | **11** |

**Note:** Given reffending data is 2-year old data, it is not possible at this stage to collate the end of year reoffending data for 2020/21 and 2021/22.

**First Time Entrants (FTEs):**

The data in the above table evidences a year on year reduction in FTEs based on locally collated data. There is no YJB data for the period April 21 – March 22 as yet and the latest published data is for the period October 20 – September 21. When looking at the same period for the previous year there has been an increase in the number of FTEs from **26 to 49 or 114 to 208** (rate per 100,000 of 10-17 population) which is an increase of 82%.

**Comparison to same period in previous years - rate per 100,000 of 10-17 population**

Oct 16 – Sep 17 - **354**

Oct 17 – Sep 18 - **374**

Oct 18 – Sep 19 - **258**

Based on the above data, the latest data is indeed lower and it would appear that the figure of 114 in the period Oct 19 - Sep 20, was much lower than the typical trend. It is possible that the impact of Covid-19 and the several lockdowns resulted in less arrests. In addition, a delay in charging decisions meant that a number of children that committed offences in between Oct 19 – Sep 20 only became FTEs in the period between Oct 20 – Sep 21.

When taking the latest PNC data for October 20 – September 21, Salford YJS have higher FTEs than the England and Wales average and our YOT Family average.

England and Wales: 154 (rate per 100,000 of 10-17 population)

YOT Family Average: 189 (rate per 100,000 of 10-17 population)

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

**Reoffending Rate:**

The data tells us that there has been a year on year decrease in Salford’s reoffending rate from 2017/18 through to 2019/20. It is also positive to note that Salford’s reoffending rate **(28.6%)** is lower than the England and Wales average and our YOT Family average for the latest period 2019/20.

England and Wales: 34.2%

YOT Family Average: 34.7%

**It is a priority for Salford YJS to ensure that it continues to reduce the reoffending rate and stay below the England and Wales and YOT Family averages.**

From the 1st April, the YJS are tracking a cohort of young people that are receiving substantive outcomes (Youth Caution up) which going forward will provide a more ‘live’ picture of our reoffending performance.

**Custodial Sentences:**

The data tells us that whilst Salford’s custody figures remain too high, they have reduced when compared to the three previous years between 2017/18 and 2019/20. 2018/19 and 2019/20 were particularly high with a combined 52 custodial sentences over a 2-year period.

The latest end of year custody data published by the YJB is for the period January 21 – December 21. During this period, Salford had a rate of **0.34** per 1,000 of 10-17 population which is considerably higher than the England and Wales average and Salford’s YOT Family average for the same period (Jan 21 – Dec 21).

England and Wales: 0.11 (rate per 1,000 of 10-17 population)

YOT Family Average: 0.14 (rate per 1,000 of 10-17 population)

Positively though it has reduced from the three previous reporting periods:

Jan 17 – Dec 17 – **0.76** (rate per 1,000 of 10-17 population)

Jan 18 – Dec 18 – **1.11** (rate per 1,000 of 10-17 population)

Jan 19 – Dec 19 – **1.22** (rate per 1,000 of 10-17 population)

**Reducing the use of custody continues to be a big priority for Salford YJS and in recognition of this challenge, the YJS has produced a ‘*Reducing the Use of Custody for Children and Young People’* document which sets out efforts and measures in place to try and reduce the use of custody were possible. Please contact** [Enquiries@yjb.gov.uk](mailto:Enquiries@yjb.gov.uk) **if you would like a copy of this document.**

**Case Profiles April 21 – March 22:**

The below data provides an overview of the 192 interventions delivered by Salford YJS in the period of April 21 – March 22. It provides analysis of such data and addresses areas of disproportanility and measures being taken to address this.

**Overall, the number of Out of Court (OOC) Interventions has dropped from 161 to 135 this year when compared to the previous year evidencing a reduction of 16%.** There are considerably less Community Resolutions (CR) this year down from 86 to 58. However, the number of Youth Cautions (YC) doubled from 12 to 24 and the Youth Conditional Cautions (YCC) were up from 6 to 10. When looking at the reasons for the increase in YCs, it became evident that in 8 of the 16 cases, possession of an offensive weapon was the index offence carrying a gravity score of 3, therefore, a CR was not suitable. The prevalence of children carrying knives is concerning and an issue that as a partnership we need to continue to address.

**The number of children being referred for Diversion support has reduced from 57 to 36 this year when compared to the previous year evidencing a reduction of 37%.** As previously referred to in this plan, the prevention and diversion offer is currently under review.

**Overall, the number of Court Disposals has dropped from 80 to 57 this year when compared to the previous year evidencing a reduction of 29%.** There are considerably less community-imposed Court Orders (Referral Orders and Youth Rehabilitation Orders) however, Remands and Custodial Sentences have increased which is of great concern.

Serious youth violence has resulted in a number of children (and increasingly younger children) committing seriously violent offences whereby for public protection purposes, remand or a custodial sentence was deemed appropriate. Salford YJS are seeing an increase in the number of children with no previous offences, committing serious offences and being sentenced to custody without prior involvement of the YJS.

The most commonly committed main offences leading to OOC Disposals are Assault followed by Weapon Possession and Drug Possession. Given the context of Salford and issues around serious youth violence and organised crime groups, these types of offences are not surprising and can very often be interlinked.

The most commonly committed main offences leading to Court Disposals are violent offences involving the use of weapons and assaults along with Burglary.

On average females represent approximately 20% of the OOC cohort and 15% of the Court cohort with an overall representation of just over 17% of the interventions in 21/22.

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

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

Interventions by ethnicity:
150 White British, 8 White and Asian, 2 any other ethnic background, 9 any other white background, 8 African, 1 any other black background, 1 white and black African, 1 white and black Caribbean, 12 any other mixed background

Our data tells us that on average just under one-quarter of the children open to Salford YJS are from an ethnic minority background. When considering the general population of Salford which is just over 86% White British (so 14% other/non-White British), children and young people from the BAME community are disproportionally represented in the Youth Justice System.

It is also of note that more children from the BAME community are within the Court cohort suggesting that children from an ethnic minority background maybe subject to more punitive approaches and outcomes by the Police, Crown Prosecution Service and Courts. It is particularly important that agencies pay attention to the Lammy Review which has been shared with partners across Salford via the YJS Partnership Board.

Salford YJS have in a place a ‘Diversity Policy’ which was last updated in September 2021. This document is currently being updated to provide further detail on how we address diverse needs (including ethnicity) to address disproportionality.

Paying particular attention to cared for children (LAC), the YJS are keen to ensure that they are not over-represented in the youth justice system. Over the past year, cared for children have represented 16% of all interventions across the OOC and Court Disposals.

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

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

**The over-representation of cared for children will be included as an agenda item at the next YJS Partnership Board with a view to agreeing this as a local KPI.**

**Other priorities:**

## Education:

As of 25.05.22, 90 children were open to Salford YJS. Below is a summary of the current profile of these children along with ETE provision for both statutory school age of which there were 65 and post-16 children of which there were 25.

Of the 65 children of school age, 47 (72%) as of 25.05.22 were in mainstream provision. Importantly all other children were also in education, in the main in specialist and alternative provision with 1 child in custody and 1 child being home schooled. As evidenced in this plan, the YJS has a dedicated ETE Worker who is line managed by an Operational Manager with a thematic lead for ETE. A strong partnership with education colleagues and links to operational and strategic forums ensures that all children open to Salford YJS have appropriate support in regards to education.

For the post-16 group, 8 (32%) of the 25 young people were Not in Education, Employment or Training (NEET) as of 25.05.22. This resulted in an overall NEET figure of 8% for the YJS Cohort as of 25.05.22. Of the 8 NEET, they were and continue to be known to the YJS Career Connect Advisor for information, advice and guidance. Out of the 8 young people, there was 1 refusing to engage and the other 7 were being supported to find suitable EET destinations.

As the data above illustrates, 23 (26%) of the 90 young people as of 25.05.22 had an Education, Health and Care Plan (EHCP). This demonstrates the level of complexity and the additional needs for children within the YJS Cohort. The priority for the YJS going forward is to ensure that we have timely access to all children’s EHCPs with a view that key recommendations can inform service delivery and support to children. The number of exclusions is also concerning and an area that the YJS ETE Worker will continue to address through support to children and education providers.

## Prevention and Diversion:

Salford YJS do not deliver a dedicated prevention service for children at risk of entering the youth justice system however, it recognises the importance of prevention and works with and alongside several other services and organisations in the delivery of prevention.

As detailed within this plan, the YJS co-deliver the termly THRIVE Knife Crime Prevention Programme for children known to the YJS carrying weapons and an identified group of children at Clifton PRU.

The YJS also deliver a joint project with the Youth Service called Choose to Change which is aimed at children aged between 10-12 at risk of entering the youth justice system. This voluntary intervention ensures that children have tailored plans and they are able to access YJS provision including access to CAMHS, speech and language support and educational psychology. Currently, the funding that provides two full-time workers is in place until March 23 however, the positive impact of this work is such that there are discussions about potentially mainstreaming this provision. Please contact [Enquiries@yjb.gov.uk](mailto:Enquiries@yjb.gov.uk) if you would like further detail around the project and impact.

Furthermore, the YJS work closely alongside the Early Help Service and the Senior Manager overseeing this service is a YJS Partnership Board Member. Presently, the YJS Operational Manager with a thematic lead for prevention and diversion is in the process of agreeing a new joined up process and offer around prevention and diversion. This involves partners from Early Help and the Youth Service. Whilst this is yet to be finalised, the vision from a YJS perspective is that children requiring a targeted service (above the Universal offer) at risk of low-level offending and anti-social behaviour will be referred into the Youth Service for targeted intervention (under the prevention remit), and where a child has committed an offence that isn’t progressing to charge, that these are referred into the YJS (under the diversion remit).

The Youth Service within Salford offer a range of targeted (1:1) and group-based interventions out in the community (detached youth work) and work alongside a number of schools. They are well integrated into the partnership model and it is envisaged that referrals would come from schools, the Community Safety Response Team, Early Help Practitioners and Social Workers within the wider CSC department.

All children consenting to the YJS Diversion offer would receive a full assessment (recently revised template addressing risk to others, safety and wellbeing and desistance) and an intervention plan would be drawn up tailored to their individual needs and key desistance factors. A range of interventions would be delivered (including AIM3 Assessment and Intervention) and this would typically be up to a maximum of 3 months.

Once the above processes and referral pathways have been agreed, the joined-up offer will be promoted across the partnership to ensure that appropriate referrals are made and that children receive the right support at the right time.

## Serious Violence and Exploitation:

In line with YJB Strategic Plan, Salford YJS prioritise serious youth violence including the aim to see a reduction in the number of children being exploited through involvement with county lines. Page 16 of this plan addresses the current challenges around serious youth violence in Salford and the partnership efforts to tackle this. Page 21 provides information on the number and type of violent offences committed by children in 21/22 resulting in OOC and Court Disposals. The Head of Service has recently started to request ‘released under investigation’ data from a Police link to provide insight and scrutiny of any children RUI’d for violent offences. As of 20.5.22, 217 children were RUI’d with 61 (28%) of these for violent crimes. There is a recognition that this is too high and this will continue to be monitored going forward.

In relation to child criminal exploitation (CCE) and child sexual exploitation (CSE), Salford YJS work closely with Salford Connect (formerly Complex Safeguarding) and work form a co-located office 1-day per week. A clear referral pathway is in place for any staff that have concerns about CCE and/or CSE and the Connect team provide case consultations for staff as required.

YJS staff have received training in relation to the Modern-Day Slavery Act 2015 and processes around how to make National Referral Mechanism (NRM) referrals. Between April 21 – March 22 10 NRM referrals were submitted for children open to Salford YJS. Referrals were made by YJS staff and staff from partner agencies including Salford Connect and CSC colleagues demonstrating a partnership understanding of NRM processes.

Nevertheless, Salford YJS is a progressive team and is keen to learn about and develop new and innovative practice. As such, Salford YJS is keen to learn more about the recently published County Lines Pathfinder and the work that is taking place in other areas to further enhance the work in Salford.

Salford YJS support multi-agency efforts to prevent, radicalisation or extremist activity. One of the YJS Operational Managers has a thematic lead for ‘Prevent’ and is a regular attendee and the deputy chair of the monthly Channel Panel. A monthly ‘Prevent’ newsletter presenting key headlines is circulated around the YJS team each month. Whilst some young people are discussed at the Channel Panel, none of them have been known to the YJS over the past 12 months.

## Constructive resettlement and the use of custody:

Page 8 of this plan introduces the work undertaken by Salford YJS and the partnership in relation to Constructive Resettlement. This is a priority for Salford particularly given its challenges around high custody numbers. Salford YJS take the view that Constructive Resettlement is everyone’s responsibility however, it is overseen by one of the YJS Operational Managers who has a thematic lead for resettlement.

Salford YJS are proud to have 2x City Wall Mentors (jointly funded with Manchester YJS) delivering direct support to children in custody and supporting successful resettlement plans underpinned by Constructive Resettlement.

Page 19 sets out Salford YJS’ mission to reduce the use of custody and details the ‘reducing the use of custody’ document that has been devised.

In the period between April 21 – March 22, Salford had 13 remands up from 6 in the previous year. Salford received £119,829 remand budget for 2021/22 which is slight increase on the previous year (£116,656). In 2021/22 and taking account of the significant increase in remands (13), the total expenditure has been £292,974 which is an overspend of £176,318.

The challenges of sourcing timely and suitable accommodation for children leaving custody is not unique to Salford however, we recognise that this is a priority and underpins the resettlement plan. Salford YJS chair a Resettlement Panel within one month of sentence/remand and covers the 7 Pathways to Resettlement therefore addressing accommodation needs. Representatives from the Local Authority responsible for the accommodation needs of the child are invited and play a key role in the child’s resettlement plan.

The Head of Service is also a member of the GM Resettlement Consortium Strategic Group whereby Constructive Resettlement and local arrangements are discussed.

## Restorative justice and victims:

Salford YJS place a significant importance on restorative justice (RJ) as one of its underpinning approaches and priorities. Along with other policies, the Operational Manager with a thematic lead for RJ (who also delivers Mediation Training to partner agencies) has recently revised the RJ Policy which sets out in detail both our approach and local practice. Within the YJS structure, there is a dedicated Victim Worker post who oversees all aspects of victim contact and RJ. There is also a part-time Reparation Worker that we commission Remedi to deliver and as detailed on page 16 we have been successful in obtaining funds to make this a full-time post for the next 12 months.

Salford YJS recognise the importance of capturing the victim’s views and wishes in several aspects of its service delivery however, this is an area that requires further development. Going forward one of the ‘Participation Champions’ will be capturing the views from victims in regards to service feedback.

Victim views are however strongly represented within other service areas i.e, they inform decision making at the OOC Panel and victim views and needs are fed into AssetPlus assessments to ensure that appropriate consideration is given to safety measures and the types of reparation that the child undertakes as part of their supervision. In addition, victims are invited to Referral Order Panels and their views are represented when this isn’t appropriate or possible.

Going forward, there is a focus on the need to use the Restorative Inquiry to bring about more face-to-face RJ Conferences as we know from the evidence base that these can be powerful for both the victim and the child that committed the offence and importantly in supporting desistance. There is also a recognition that some victims need a more enhanced package of support recognising that many victims later go on to commit offences. This preventative approach could result in lesser crimes been committed whilst also ensuring that victims receive appropriate support. Salford YJS are currently exploring this with partners as an area of innovation however, discussions are in the early stages.

Please contact [Enquiries@yjb.gov.uk](mailto:Enquiries@yjb.gov.uk) to request an overview of victim activity in 21/22 however, data collection is an area of development that the relatively new Victim Worker is addressing.

# National Standards

The revised standards for children in the youth justice system 2019 are embedded within Salford YJS practice. The last National Standards audits were completed in 2019 and subsequent to this the previous Head of Service led on a National Standards Action Plan for 2020/21. This plan was reviewed by the Management Team and many of the actions were completed however, the latest review of this action plan was undertaken in January 21.

The new Head of Service is currently in the process of introducing a new process whereby the YJS will routinely self-assess against each of the five standards and capture actions in the form of an action plan relevant to each standard:

1. **Out of Court Disposals**
2. **At Court**
3. **In the Community (Court Disposals)**
4. **In Secure Settings**
5. **On Transition and Resettlement**

In the next YJS Partnership Board (July 22), members will be assigned a standard as closely linked to their role as possible and together with the designated YJS Operational Manager, they will be required to undertake a self-assessment of the YJS against that particular standard. There will be a requirement that one standard will be self-assessed every quarter (using a RAG rating system and narrative to support each area assessed) and that feedback will be presented to the Head of Service and YJS Partnership Board along with agreed actions and updates. Any key actions will be aligned with the Priority Action Plan to avoid the service overseeing multiple plans. This new process is to be rolled out throughout 22/23.

Aside from the National Standards audits, Salford YJS have agreed a new quarterly audit cycle for 22/23. The first of these was completed in February 22 and involved the Head of Service and all four Operational Managers auditing four cases each (a total of 20) which represents approximately 25% of the overall Out of Court and Court Disposal caseload. A summary of the findings (using HMIP Inspection Standards and Ratings) can be requested from [Enquiries@yjb.gov.uk](mailto:Enquiries@yjb.gov.uk) and key learning from this audit i.e. the need to improve planning has been captured within the Priority Action Plan which can be found in section 11.

# Challenges, Risks and Issues

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

1. **Recovery from Covid-19:**

Whilst the YJS has for the most part adopted a ‘business as usual’ approach throughout the Covid-19 Pandemic with minimal sickness, the changes in the way that we work using the ‘hybrid’ model have to some degree affected staff cohesion (particularly for new staff joining the service) with some staff affected more than others. There is the risk that future increases in Covid cases or other mass-spreading illness could impact on staff sickness.

**Actions to mitigate risk:**

* The Covid-19 risk assessment has been reviewed to provide staff and managers with greater flexibility (whilst still ensuring safe working practice) to attend the office as many days as required, whilst maintaining health and safety.
* Covid-19 and other mass-spreading illness will continue to be monitored to accordingly through regular communication and updated risk assessments as deemed appropriate.
* There is at least one Manager office-based each day to ensure appropriate support for staff.
* Several team forums have been maintained/created i.e. monthly whole service meetings, case consultations and clinical consultations to create opportunities for the team to come together.
* Group coaching has been rolled out across the Interventions Team and Management Team with plans to consider the roll out to the wider team.
* Managers are planning to host a team Away Day in Summer/Autumn to bring the team together.

1. **Reduction in financial contributions:**

Whilst there are no immediate known risks to the YJS budget, any reductions would impact significantly on the resourcing of the service as presently there is no available underspend within the existing budget.

**Actions to mitigate risk:**

* The Head of Service has regular meetings with the Accountant to ensure that spending is managed in line with the budget. Financial updates are provided to the quarterly YJS Partnership Board for scrutiny.
* The Head of Service works with partners in Salford and across GMCA to ensure that any funding opportunities can be pursued.

1. **Staffing:**

**Lack of seconded Probation Officer** - As mentioned within this plan, Salford YJS have been without a seconded Probation Officer since the latter part of 2021. There is a risk that a suitable candidate will not be made available to the YJS leaving a significant gap. This would affect the statutory obligation for the YJS to have a Probation Officer within its service and impact on the effective transition of young people from youth justice to adult services.

**Actions to mitigate risk:**

* The Head of Service is in regular communication with the Assistant Chief Officer of NPS who is an active YJS Partnership Board Member also. The YJS have been reassured that as soon as a suitable candidate becomes available, recruitment will progress with YJS involvement.
* At present, monies for the 0.9 Probation Officer and 0.3 Support Officer role are being claimed to support other areas of the service.
* The YJS Operational Manager with a thematic lead for youth to adulthood transitions is holding monthly meetings with NPS to ensure that any transition cases are managed in the interim.

**Longstanding Operational Manager due to retire** – One of the four Operational Managers that has worked within Salford YJS for over 20 years is due to retire at the end of 2022. This will result in significant knowledge and experience being lost in the management team.

**Actions to mitigate risk:**

* Recruitment to the post will take place swiftly (involving children in the recruitment process) to ensure that prior to the Operational Manager leaving, there will be a handover period.
* Recruitment will be advertised internally to support career progression for existing YJS staff. Providing successful appointment of an existing YJS staff member, this would support an easier and more timely transition and keep knowledge of Salford YJS within the management structure.
* Staff being directly line managed by the Operational Manager are currently undertaking group coaching sessions and are being supported in terms of the imminent management change.

**Some knowledge, skill and experience** **gaps –** On the whole, the Salford YJS have a longstanding, knowledgeable and experienced team however, for a number of staff (including new recruits) there are some knowledge, skill and experience gaps.

**Actions to mitigate risk:**

* Staff members are being supported through effective line management and through various approaches and leadership styles: open door policy, coaching, monthly supervision, appraisal and through day-to-day quality assurance and feedback.
* Were necessary, HR processes are being followed in regards to poor performance.

**Longstanding YJS Nurse leaving** –The longstanding YJS Nurse provided by the NHS is due to leave the service at the end of July 22. This will result in significant knowledge and experience being lost regarding the physical health offer.

**Actions to mitigate risk:**

* Recruitment is currently in progress for the new post-holder who will also be a Band 7. The YJS Operational Manager with a health thematic lead is taking part in the interview process.
* The existing YJS Nurse is taking up another role with the NHS and will provide ongoing support to new post-holder to support the handover and transition.

**Lack of dedicated Data Analyst** – Currently, the YJS have access to a Data Analyst and this is provided through the Data Analytics and Insight Team. The Analyst does not come from a youth justice background and lacks knowledge in this area. Admin support is being provided to the Head of Service in terms of data reporting however, they are not a trained data analyst and significant training is required.

**Actions to mitigate risk:**

* The Head of Service is currently in the process of reviewing the offer and is working with the Data Analytics and Insight Manager, Admin Manager and finance to reach a resolution and to ensure that sufficient data analysis is provided through a dedicated post.

1. **Inconsistent case recording:**

A recent audit and regular quality assurance by Managers have highlighted inconsistencies in the way that information is recorded on ChildView by both staff and Managers.

**Actions to mitigate risk:**

* A new process has been agreed in relation to how and where Managers record management oversight This has been implemented since February 22.
* A simplified case recording checklist has been produced for staff which has been circulated and built into the revised Case Recording guidance.
* Quality Assurance and audits will continue to take place to monitor case recording inconsistences and any feedback will be provided.
* Plans are being made for one of the YJS Admin Workers to arrange monthly data drop-ins with staff to ensure that case recording is being recorded in line with agreed guidance.

1. **Embedding new practice guidance:**

All policies, procedures and guidance are currently under review to ensure that practice is current and any gaps are identified. Once finalised, these will need to be disseminated and embedded into practice. This presents a challenge inasmuch as some staff adapt better to new information/change quicker than others which could result in inconsistent practice in the short to medium term.

**Actions to mitigate risk:**

* Staff have been made aware in the Whole Service Meetings that policies are being updated.
* Once the policies are updated (plan for end of June 22), they will be shared with staff and the YJS Partnership Board for consultation.
* Once agreed, all staff and Managers will be allocated at least one Policy each to summarise and then a development session will be facilitated whereby everyone can provide the key points from each policy in the form of a PowerPoint presentation. This will embed key learning and ensure that all key points can be accessed at ease for day to day use.

1. **GMP focus on arrests:**

There is a current impetus within Greater Manchester Police (GMP) to arrest and hold more people committing offences to account. This increased focus and resource may indeed result in more children being brought to the attention of GM Youth Justice Services through the OOC and Court arena. The number of children currently under investigation (217 as of 20.05.22) presents a risk (from a capacity point of view) in the event that a high proportion result in referrals to the YJS or charge.

**Actions to mitigate risk:**

* YJS to work closely alongside GMP strategically at the YJS Partnership Board and other relevant forums and operationally to ensure that children are being dealt with proportionately to the seriousness of the offences and the individual circumstances of the child. A balance to be achieved in terms of child first principles and management of risk and public protection.
* The weekly OOC Panel to scrutinise decisions ensuring that children are diverted from Courts and back to the Police were appropriate.
* The quarterly OOC Scrutiny Panel led at GM Head of Service level to further scrutinise decision making.

# Service Improvement Plan

As already detailed within this plan, Salford YJS have devised a Priority Action Plan which is updated by the management team monthly and scrutinised by the YJS Partnership Board on a quarterly basis. Please contact [Enquiries@yjb.gov.uk](mailto:Enquiries@yjb.gov.uk) and request a copy of the latest version. Salford YJS believe their vision and focus on future planning is strongly aligned to the YJB Strategic Plan 2021 – 2024. The vision for a child first youth justice system is strongly embedded within our culture as detailed in section 3 of this plan. We believe in strong and resilient leadership that leads by example and invests in its staff to ensure that joined-up, innovative and evidence-based practice is at the heart of what we do.

## Defining success:

Salford YJS define success as inspiring and empowering change in young people, for them to be the best that they can be (the YJS Vision). Furthermore, section 5 of this plan sets out the partnership approach and goals for continued service improvement ensuring:

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

## Learning from previous Inspections:

The most recent inspection at Salford was an ETE Thematic undertaken by HMIP, OFSTED and Estyn in January 2022. The key recommendation from this was around the need to improve communication with some of the secondary mainstream provision and this has been incorporated into the Priority Action Plan.

An SQS carried out in 2016 identified a number of improvements since the 2013 SQS:

**Key strengths:**

* The YOS had tenacious and resilient case managers and specialist workers who had ambitions for the children and young people.
* Peer supervision was a useful opportunity for professional reflection, challenge and problem solving and added value to a number of cases.
* Good efforts were consistently made to engage and sustain relationships with parents/carers.
* Links with education placements were mostly strong and in a number of cases ensured a wrap-around level of support that ensured placements could be sustained.

**Areas requiring improvement included:**

* The assessment and management of all aspects of risk needs to be further developed and strengthened.
* Management oversight should be streamlined and better targeted to develop the quality of assessment, planning and review.
* The length and focus of pre-sentence reports should be reviewed.
* More consistent communication with children’s social care services at a case level needs to be achieved.

In the past 6-years since the last SQS, practice has evolved and developed in all of these areas including the delivery and implementation of AssetPlus training with regular refresher training (including ‘Less is More’ via YJB sector led improvement) for both staff and managers. A new process around management oversight has been agreed following the arrival of the new Head of Service, Pre-Sentence Reports have continued to be developed with feedback from Magistrates used to inform improvements and communication with CSC has improved with locally agreed protocols to assist in improved communication as a case level.

In the monthly Managers Meeting, Managers look at a recently published HMIP Inspection report resulting in a ‘Good’ or ‘Outstanding’ rating to ensure that key learning is considered for implementation into local practice.

## Workforce development:

Salford YJS have a Service Staff Progression Model which in line with all other policies is under review. This sets out the various progression routes for staff across all areas of the service. One example is that, annually all staff have the opportunity to apply for the Social Work apprenticeship scheme led by CSC if they meet the essential criteria. We provide a number of opportunities for staff to complete the Youth Justice Effective Practice Certificate and this year we are supporting one of the YJS Admin Workers to complete this as part of her career progression. In addition, one of the YJS Social Workers successfully supported two student Social Workers who have since secured roles in CSC. All staff have an annual appraisal which is reviewed at the 6-month stage. These address any professional development needs, and these have all been completed for 22/23.

A dedicated YJS Training Plan for 22/23 has been created in consultation with staff and is reviewed monthly in the Managers Meeting. Please contact [Enquiries@yjb.gov.uk](mailto:Enquiries@yjb.gov.uk) if you would like a copy of the lates YJS Training Plan.

## Board development:

Section 5 of this plan in relation to Governance and Leadership provides detail regarding the Board development work that is already taking place. This includes a review of Board membership with new members invited, a review of the agenda, the identification of a vice Chair, the delivery of a Board Induction for all members and plans in the July 22 Board to invite Board Members to become National Standards Champions (as detailed in section 9).

A development going forward is to develop a Board Member Induction Booklet which will provide all relevant information regarding the YJS and their roles and responsibilities in supporting the YJS as Board Members. It is also important that regular attendance is achieved by all key partners going forward and this will continue to be monitored throughout 22/23.

# Evidence-based practice and innovation

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

Salford YJS are constantly adapting to ensure that service delivery is responsive. Enhanced data analysis will strengthen this further in the next 12 months. A recent example of responsivity is through the additional £18,000 granted through the Violence Reduction Unit (linked to the Youth Crime Spending Plan) to enhance reparation and restorative approaches for children and victims Salford.

Practice at Salford YJS is underpinned by a strong evidence base. Strengths-based, trauma-informed and child first approaches are central to this alongside the use of restorative approaches. Salford YJS also use the Signs of Safety model within several areas of practice including MARMMs. The wider CSC department are currently delivering training in relation to the Family Partnership Model (FPM) with a view that this will be embedded as a consistent approach across all leaders and frontline staff in CSC. This is included within the YJS Training Plan 22/23 with a view that by Spring of 2023, all Managers and Practitioners will be trained. Some aspects of FPM are already embedded into YJS practice such as the supervision process however, this is an area for further development. This plan has already addressed the significant work that is undertaken around children in custody and the use of Constructive Resettlement and with a recently revised policy and some new tools for staff to use, this will continue to be developed over the next 12 months.

A key focus over the next 12 months is to implement the revised Diversity Policy (which includes a menu of services and resources for identified disproportionate groups in the YJS) to ensure that over-represented children i.e. cared for children, receive access to appropriate support to aid sustainable desistance. Salford YJS is also keen to learn more about the recently published County Lines Pathfinder and the work that is taking place in other areas to further enhance the work in Salford.

# Looking Forward

The YJS Priority Action Plan detailed in section 11 sets out the current priorities in more detail and addresses the risks covered in section 10 of this plan. This plan is reviewed on a monthly basis and is scrutinised by the YJS Partnership Board to ensure priorities are delivered against. The below sets out the key areas of focus for the next 12 months some of which are linked to the 3 service objectives for 22/23 detailed on page 4.

* To ensure that the fundamental aspects of our service delivery (Assessment, Planning, Implementation & Delivery and Review) are undertaken to the highest possible standard with a ‘Golden Thread’ throughout. Evidence-based practice (including RJ and strength-based approaches) to underpin the delivery of this work.
* To continue to improve performance (and analysis of data and performance) in relation to the 3 National KPIs particularly in relation to reducing the use of custody. To use local reoffending tracking data to assess this in ‘real time’ and to finalise the prevention and diversion offer to support further reductions in FTEs.
* To further influence practice to reduce serious youth violence and exploitation giving consideration to the County Lines Pathfinder.
* To work towards ensuring that more children have access to suitable ETE.
* To further develop the participation of children, families and victims in line with our newly devised Participation Strategy.
* To further develop the Diversity Policy to ensure that it fully addresses over-representation (including reducing the unnecessary criminalisation of cared for children) and how as a service we are meeting the needs of these groups.
* To ensure that all new policies and guidance are disseminated and embedded into practice.
* To ensure that all posts are filled (involving children in recruitment processes) in particular the Seconded Probation Officer, replacement Nurse and Operational Manager.
* To deliver a whole service Development Day to support service development, staff cohesion and to undertake a review of the vision and mission statement.
* To develop Salford’s Adolescent Strategy collectively with partners.

# Sign Off, Submission and Approval

|  |  |
| --- | --- |
| Chair of YJS Board | Charlotte Ramsden |
| Signature | Charlotte Ramsden's signature |
| Date | 29.06.22 |

# Documents available on request

YJS Partnership Board attendance 2021

YJS Partnership Board attendance 2022

YJS Partnership Board membership

Salford YJS Staffing structure

YJS Staff Characteristics

**Common youth justice terms**

**Please add any locally used terminology**

|  |  |
| --- | --- |
| **ACE** | Adverse childhood experience. Events in the child’s life that can have negative, long lasting impact on the child’s health, and life choices |
| **AIM 2 and 3** | Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour |
| **ASB** | Anti social behaviour |
| **AssetPlus** | Assessment tool to be used for children who have been involved in offending behaviour |
| **CAMHS** | Child and adolescent mental health services |
| **CCE** | Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity |
| **Children** | We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection. |
| **Child First** | A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion |
| **Child looked-after** | Child Looked After, where a child is looked after by the local authority |
| **CME** | Child Missing Education |
| **Constructive resettlement** | The principle of encouraging and supporting a child’s positive identity development from pro-offending to pro-social |
| **Contextual safeguarding** | An approach to safeguarding children which considers the wider community and peer influences on a child’s safety |
| **Community resolution** | Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt |
| **EHCP** | Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs |
| **ETE** | Education, training or employment |
| **EHE** | Electively home educated, children who are formally recorded as being educated at home and do not attend school |
| **EOTAS** | Education other than at school, children who receive their education away from a mainstream school setting |
| **FTE** | First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal |
| **HMIP** | Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services |
| **HSB** | Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves |
| **JAC** | Junior Attendance Centre |
| **MAPPA** | Multi agency public protection arrangements |
| **MFH** | Missing from Home |
| **NRM** | National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them |
| **OOCD** | Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court |
| **Outcome 22/21** | An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending |
| **Over-represented children** | Appearing in higher numbers than the local or national average |
| **RHI** | Return home Interviews. These are interviews completed after a child has been reported missing |
| **SLCN** | Speech, Language and communication needs |
| **STC** | Secure training centre |
| **SCH** | Secure children’s home |
| **Young adult** | We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service. |
| **YJS** | Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach |
| **YOI** | Young offender institution |