

Manchester Youth Justice Plan 2023/24



‘We work together with children and young people to ensure that they can enjoy a safe, happy, healthy, and successful future.’



Service	Manchester
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Contents

1. Introduction, Vision and Strategy
2. Local Context
3. Child First
4. Voice of the Child
5. Governance, Leadership and Partnership Arrangements
6. Resources and Services
7. Progress on Previous Plan
8. Performance and Priorities
9. National Standards
10. Workforce Development and Quality Assurance
11. Looking Forward, Risks and Challenges
12. Service Improvement Plan
13. Sign off, Submission and Approval
14. **Appendix 1** - Organisation Chart
15. **Appendix 2** – Staff Demographics
16. **Appendix 3** - Full board membership; linked to Governance, Leadership and Partnership Arrangements
17. **Appendix 4** – Manchester Youth Justice Service Overview

Introduction, Vision and Strategy

Foreword from the Chair of Manchester Youth Justice Board

On behalf of the Manchester Youth Justice Board, I welcome you to the Youth Justice Plan 2023-24. Manchester partners have a shared ambition to enable every child to live a safe, healthy, happy, and successful life. 2022/23 has been a challenging year for all of us and particularly for the children in our city. We need to continue to give priority to ensuring that children are supported to recover from the pandemic, have equal access to the right services at the right time, have a good education, and opportunities to enable them to enjoy life and thrive. Now, more than ever, we need to have a Child First approach to improve outcomes for all children encountering the criminal justice system (CJS).

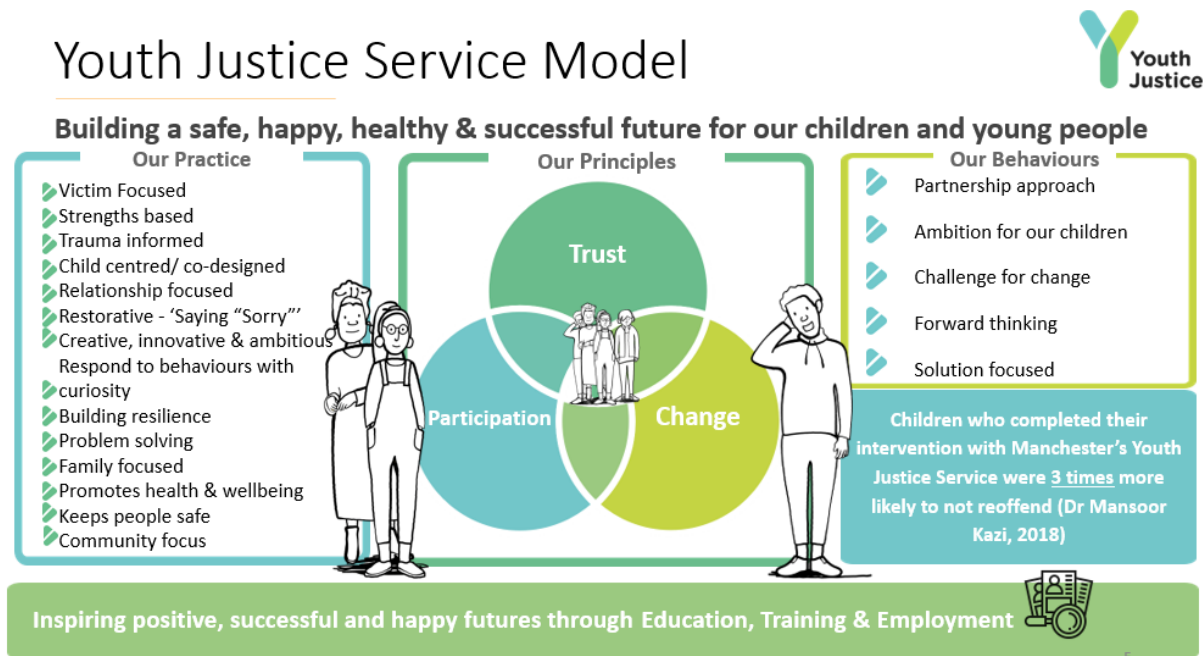
The Youth Justice Service has continued to develop and adapt to the changing needs in the city and provide valuable support for children, families, victims and the courts. This Business Plan has an overview of the activities carried out as well as the proposed priorities and targets set for 2023/24. To achieve these we will, in line with our principles, protect the public, be child-centred, listen to and respond to children and young people, focus on strengths and resilience and where possible, ensure early action is taken across the partnership to prevent children entering the system and diverting them away at the earliest opportunity.

The strength of MYJ is its partnerships. This plan details the collaborative approach, both within the city and across Greater Manchester, for supporting societies' most underserved and vulnerable children, who are at a greater risk of being exploited and being victims or perpetrators of violence.

Manchester was awarded Council of the Year in 2022. MYJ plays a vital role in ensuring communities and children are safe, children are supported, and have aspirations to be successful and happy. The city has embarked on the journey to become a Child Friendly City. A place where children's rights are celebrated, where they have fair and equal access to services and support, and they are at the forefront of shaping the design and delivery of the services.

1. Introduction:

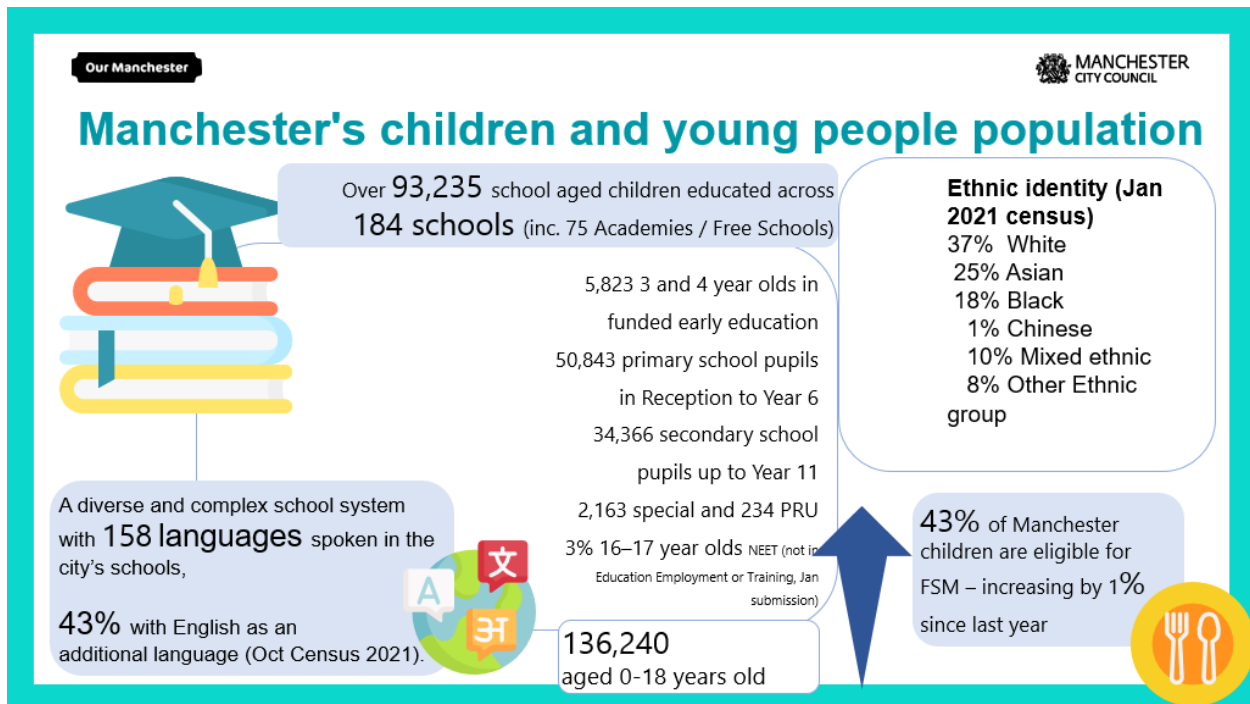
The Crime and Disorder Act 1998 requires Local Authorities to have a Youth Justice Plan to set out how youth justice services will be funded and delivered locally within the parameters created by available resources. This document sets out the plans and priorities of Manchester Youth Justice (MYJ) for the year 2023-24. This plan has been designed by listening to children, their families, our partners and the victims of youth crime. It was developed at the MYJ full staff engagement event and with the Manchester Youth Justice Board members who are engaged in driving the service forward.



2. Local Context

Manchester Youth Justice (MYJ) has a management hub staffed by the YJ Manager, Performance & QA Manager, Information and Research Manager and the Business Manager. The Business Hub provides strategic leadership, oversight of practice along with quality assurance, performance data, business and financial management. The Service also has 7 operational teams: The Prevention & Diversion team, the Central, North and South Locality teams, the Court team, the Intensive Supervision and Surveillance team (ISS) and a Restorative Justice team (Remedi).

MYJ is a forward-thinking relationship focused service. Our dedicated staff are committed to developing trusted relationships and supporting children and families to live safe, healthy, happy, and successful lives. We aim to empower children to develop a positive self-identity by delivering positive strength-based aspirational interventions and diverting children away from the Criminal Justice System (CJS) at the earliest opportunity. We are achieving this through a commitment to partnership working both strategically and operationally. We protect the public and reduce the number of victims of crime by co-designing and delivering creative and robust intervention plans, using both external and internal controls to manage risk and build on strengths. We also invest in early intervention and prevention projects to raise aspirations and create opportunities.



Manchester continues to be a growing city with a population that is ethnically diverse. The numbers of children and young people continue to grow year on year. We have a diverse and complex school system with 158 languages spoken in the city's schools and 43% of children with English as a second language.

GMCA's Policing and Community Safety Survey results for the period of January to December 2022 show that 88% respondents in the City of Manchester felt safe in their local area (same as the GM average). However, the gap was wider for respondents who were least financially stable (76%) compared with the most affluent group (91%).

Recorded crime data indicates significant correlations between deprivation and links to crime, for both victims and perpetrators. There are high levels of deprivation outside of the city centre and in these areas, there is an increased likelihood of poor outcomes. The data indicates a strong relationship between deprivation and higher levels of crime, particularly offences against the person. Research tells us that children accessing YJ services are living in poverty, often experiencing Adverse Childhood Experiences (ACE's) at home, extra-familial harm in the community, and are at an increased risk of poor education outcomes. These lived experiences put children at an increased risk of exploitation and experiencing Serious Violence (SV).

The Greater Manchester #BeeWell Survey (completed with high school children) tells us that children living in low-income families are twice as likely to experience mental health difficulties as their more affluent peers. The survey's findings also show us that there are health inequalities amongst some groups that need to be addressed. For example, girls and LGBTQ+ children reported significantly lower levels of well-being.

The combination of size and complexity presents some unique opportunities and challenges for children and young people in the city. The Our Manchester Strategy, Community Safety and Serious Violence Strategy, the Children's Plan, The Manchester Inclusion Strategy, The Manchester Inclusion Strategy Toolkit and the strategy to become a UNICEF Child Friendly City, seek to harness these opportunities and address the challenges. Additionally, Manchester's SAFE and Alternative Provision Specialist Taskforces (APST) are working to identify ways to overcome key barriers for vulnerable young people and to support them to access better educational opportunities and outcomes. The Manchester Early Help Service and the GMP Engage Panels seek to identify needs within families early so that the right intervention is offered at the right time before problems become more complex and entrenched. Manchester remains among the North West's top performing local authorities for children's services after being officially rated 'Good' by Ofsted.

Children and young people matter in Manchester, and it is vital that we invest in the next generation to build a successful, world-class city that is full of opportunities. The Children and Young Persons Plan highlights how agencies and organisations will work together with children and young people to ensure that they can enjoy a safe, happy, healthy and successful future.

https://www.manchester.gov.uk/downloads/download/6716/children_and_young_peoples_plan

Youth Justice Personal Education Planning

The Manchester Youth Justice Service recognised the need for a more consistent and robust approach to ensuring a strong multi-agency focus on the education and aspirations of young people supported by the service. As a result, the service has worked in partnership with Manchester Virtual School, to introduce a secure, electronic personal education planning system, (EPEP) now being used to support young people in their education, employment and training settings. This is based on the learning and success of a similar tool used to support the education, employment and training of young people in the care of Manchester.

3. Child First

Public sympathy for children caught up in the CJS is limited. Even more so, given the negative narratives portrayed in the media and on social media in relation to Serious Youth Violence. In MYJ we acknowledge that children are facing lots of challenges such as knife crime, poverty, having undiagnosed needs, poor education experiences and pressures within their cultures and communities. At all levels of intervention, we are committed to engage with children, build rapport as positive role models, and facilitate learning new skills in the heart of their communities. We promote access to education, sport, exercise, and the arts with the aim to achieve good social outcomes for children, empowering them to fulfil their potential, have a sense of agency and make positive contributions to society.

Manchester strives to create a culture where we provide all children with good opportunities. When children see other children 'like them' succeeding in their communities this enables them to perceive their ambitions as being achievable. Projects such as the Musician in Residence and Participatory research undertaken with Manchester Centre for Youth Studies (MCYS) has provided the opportunities for children to access new spaces, express themselves and meet people who have inspired them and helped drive their aspirations.

Manchester's children and young people have considerable strengths, which we must support and develop. MYJ develops social (as well as human) capital, including the development of a newly formed

non-offending identity. We need to recognise positive potential and development and avoid defining children by the behaviours we want them to leave behind.

The effective delivery of multi-agency interventions is essential for addressing complex needs, structural barriers, and enabling strengths to be developed. In MYJ we are committed to collaboration. We have close relationships with Health Services, Social Care, Education, Complex Safeguarding, the Voluntary and Community Sector and the Police to ensure the response is proportionate, coordinated and the right intervention is undertaken at the right time. Strong operational structures such as YJ Health Panels, YJ Case Planning Forums, Personal Education Planning meetings, Edge of Care Panel and Strategy Meetings and Silver/Gold responses to serious incidents are an area of strength. We advocate for equality and fairness and are represented on a wide range of boards and panels. We use these platforms to promote the views, experiences, and ideas of our children. Within this environment we will have greater success in achieving desistance, and a shared approach to risk management and reducing reoffending.

Greater Manchester CYP Voice and Participation Framework

Published in 2023, the aim of the framework is to:

- Provide a shared model that describes how we will involve and engage children and young people
- Promotes the use of common language and
- Describes how we will strengthen Voice and Participation (V&P) initiatives taking place across GM

The GM Lundy Model:

This is the framework for enabling services across GM to put children’s voice and influence at the centre of the design and delivery of services. MYJ will use this framework when engaging with children about the design and delivery of services and eliciting their views and ideas on topics that matter to them. (Please see appendix for more details)



Participatory Youth Practice

In line with the Child First philosophy, the basis of MYJ engagement framework is Participatory Youth Practice (PYP), a set of eight principles for working with vulnerable children, co-produced by Manchester Centre for Youth Studies (MCYS) and children using their lived experiences, and supported by academic theory and research evidence. Its ideological underpinnings are grounded in respecting children’s rights,

responding appropriately, and enabling children to contribute to the decision making around the CJS response to their behaviours. An additional strength in Manchester is our commitment to having a co-productive approach to the direct work undertaken with children and the design and delivery of services they access.

Developed with each of the nine youth justice teams across the GM region, the PYP framework of eight principles was co-created with children. This is what makes it particularly unique. It encourages professionals to take a distinct, co-creative approach to engagement, encouraging a solution-focused youth justice practice that is evidence-based and user-led. The PYP framework has now been embedded in practice at a local and national level. By including children in the decision-making processes, we achieve better outcomes and PYP has enabled children to gain better access to their rights under international law (UNCRC).

In Manchester we listen to children's views, experiences and ideas to progressively shape the design and delivery of the services they access. YJ are committed to co-production; in partnership with Manchester Centre of Youth Studies (MCYS) the service has supported the revision and relaunch of the Participatory Youth Practice (PYP) Framework both regionally and nationally.

Link to PYP Framework: <https://www.mmu.ac.uk/mcys/gmyjup/pyp/>

UNICEF Child Friendly City Journey

Manchester had dedicated 2022 to 'Our Year'; a year to celebrate and engage with children, creating a programme of activities, opportunities and experiences that will help children build back stronger, reclaim their future, and create a legacy, for our city to be recognised by UNICEF as 'child friendly'.

In a [Child-Friendly City](#), the voices, needs, priorities and rights of children are an integral part of policies, programmes and decisions. Manchester will strive to be a city where children have opportunities to make friends, get a good start in life, are healthy and cared for, and can participate in family, cultural and community life. Where they can live in a clean environment with green spaces to play and have fair life-chances.

Child Friendly Cities & Communities is a UK Committee for UNICEF (UNICEF UK) programme that works with councils to put children's rights into practice. It aims to create cities and communities in the UK where all children – whether they are cared for, using a children's centre, or simply visiting their local library – have a meaningful say in, and truly benefit from, the local decisions, services and spaces that shape their lives.

This year Manchester is progressing with the Discovery phase, during which UNICEF is delivering expert training in Children's Rights. The Council will come together with the local community and children on a 'Discovery Day' to see where things are going well for children and where things need to change. We will choose six priority areas and with UNICEF design and deliver an action plan setting out how Manchester will work towards achieving badges over the next two to four years (Please see UNICEF badges and Children's Rights in the Appendix).

The Child's Rights Based Approach Principles:

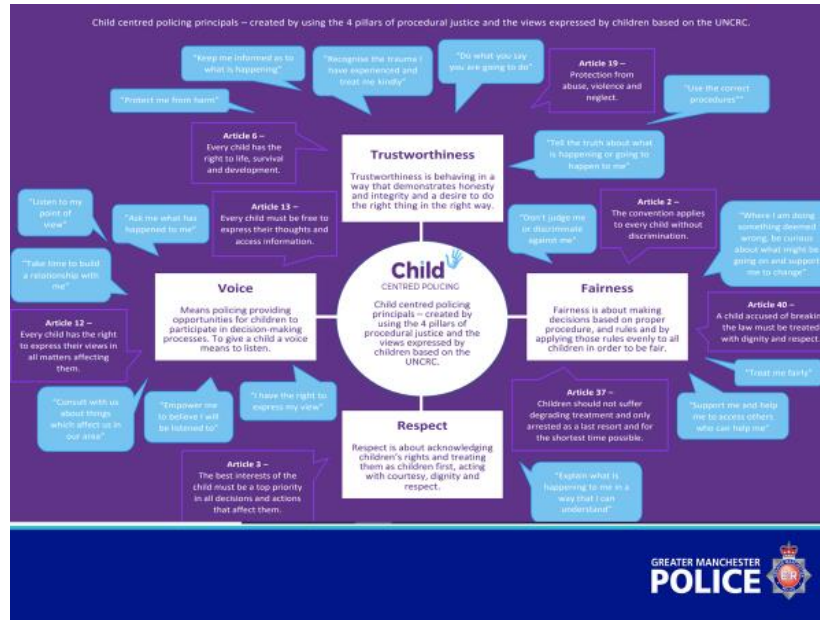
Taken together, the seven principles describe the quality of care and provision that each child should experience when using services that are grounded in children’s rights. MYJ is committed to supporting the implantation of the plan and advocating for the rights of children in everything we do, to ensure our city continues building a safe, happy, healthy and successful future for our children and young people.



<https://www.unicef.org.uk/child-friendly-cities/home/>

Child Centered Policing (CCP) Strategy:

CCP was created by using the four pillars of procedural justice and the views expressed by children based on UNCRC. These are Trustworthiness, Fairness, Respect and Voice. The vision is ‘To be a Beacon of Policing Excellence in all that we do with Children and Young People, keeping them safe within their families and community’. In GMP the priorities are; creating trusted relationships, putting children first in everything they do, reducing re-offending and improving interventions, having a better understanding and response to children’s vulnerabilities, and to creatively work with our communities and partners.



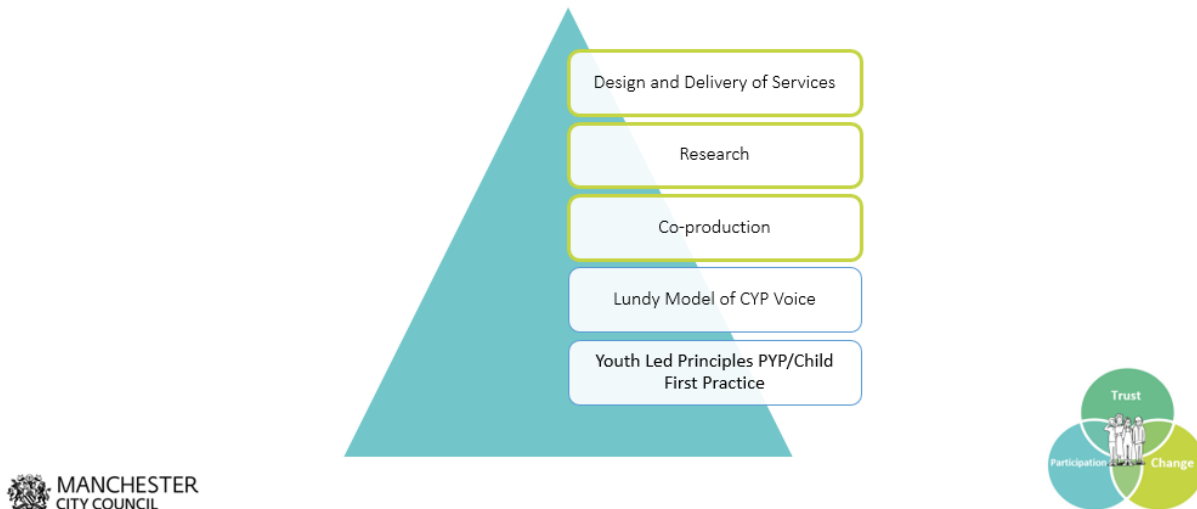
The strategy was launched in March 2023, MYJ are working locally with GMP, the Greater Manchester Violence Reduction Unit and Partners as part of CCP Critical Friends group. This group reviews the progress and development of the CCP strategy and the delivery plans. Alongside this, YJ there are three key gold thread sub-groups; Disproportionality, Care Experienced Children and Adverse Childhood Experiences/Trauma Informed Practice.

<https://yresourcehub.uk/protocols-and-policies-with-partners/item/951-child-centred-policing-framework-and-principles-national-police-chiefs-council-october-2021.html>

4. Voice of the child

In MYJ our framework puts the child’s voice and influence at the centre of the assessment, planning and delivery of interventions. Completing the Child and Parent/Carer self-assessment offers rich insight into their experiences, perceptions, strengths, and ideas. They also give us insight into the effectiveness and impact of our work with children and families progressing through the system. Our Referral Order Panel puts a greater emphasis on co-production. The process involves the child, parent/carer and YJ Practitioner who co-produce a report to present to the panel. The volunteers are trained to sit with the child and their parents/carer and co-create the intervention plans.

MYJ Participation Framework



Children were asked 'If you had the power to change Youth Justice, what would you do?' in a session designed by a child to elicit their views, experiences and ideas, to challenge professional perceptions and to involve the children in the design and delivery of the service going forward. The children asked for access to WIFI and access to food and drink without having to ask so they do not feel embarrassed. They asked for better spaces to participate in sessions, removal of 'warning posters' and replacement with material promoting positive and aspirational thinking, and they wanted access to creative activities to be part of the intervention offer. The children then designed a room with quality furniture, a coffee table, plants, and a print for the wall. They chose the theme 'bringing the outdoors in.' They have also painted murals, co-created an arts studio with art materials and top of the range recording and production equipment and instruments all funded by the Arts Council and Youth Music. We have secured funding to continue to offer a Visual Artist and two Musicians in Residence (2023/24) who will support the children to achieve qualifications including the Discover, Bronze, Silver and Gold Arts Awards and have delivered 'Rock Up' music projects in the holidays.

This project demonstrates that if we build equity and access to opportunities in spaces our children occupy, they can thrive. The highlights are: Since April 2021 we have supported children to achieve 6 Discover Arts awards, 21 bronze and 3 silver Arts Awards. The children have presented and performed their music on Unity Radio, there have been four 'Rock Up' events in the school holidays and they performed their music live at the GM Care Leavers Event.

Feedback from Children & Parents



Parent: "A's attitude change towards school since starting the session has been amazing. There has been such a huge difference."

Parent: "I have definitely noticed a change in his attitude towards school, he is much more settled where he is now and even at home and out on the streets he has been getting into much less trouble."

Child: "These sessions have made me see crimes in another way. I will think differently about trusting people."



Child: "I have enjoyed these sessions and feel as though they have really helped me understand the consequences."

Child: "I have been able to understand things more and understand myself more. I think I lost myself a little bit now I feel like I have settled and know who I am and what I want to do with my life."

Child: "Because of you and hearing from those other young people in the group work, this is it for me, I'm not about that life anymore. I went out with my friends the other day and they tried to rob a phone from someone, I took the phone off them and told them to stop it and gave it back to the victim"



5. Governance, Leadership and Partnership Arrangements

Governance arrangements for the Youth Justice Service reside with the multi-agency Manchester Youth Justice Management Board chaired by the Director for Children's Services. The Board has senior officer level representation from statutory services including Police, Health, and the National Probation Service. Representation is also in place from Education Settings, Manchester Virtual School, Work and Skills, Early Help/Early Years, the Community Safety Partnership, Youth Court, Social Work and an elected executive member. In 2022/23 the Board have actively supported their lead areas development and have all presented updates on the activity undertaken, impact for children, families and victims and next steps. Board members have also been increasingly active within service development sessions and in problem-solving issues arising.

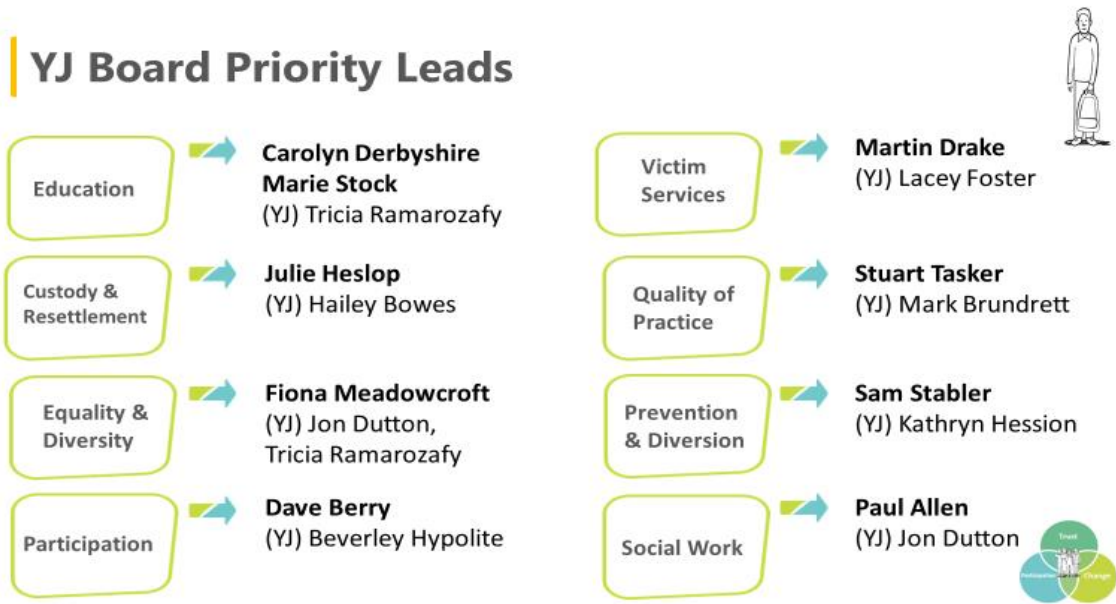
The Youth Justice Management Board has a key role in ensuring that Child First, trauma informed principles and equality and diversity are embedded strategically and operationally. The Board also has a strong understanding of the profile and level of need of children and their families in the system and those at risk of violence, criminality and exploitation. The Board has strategic links to other forums ensuring that YJ issues are addressed and shared. Each board member has a thematic lead to champion, and to ensure connectivity with front line practice. The Board will listen to the staff and raise any concerns they have within their own services and other forums so that the outcomes for children are improved.

The board meets on a quarterly basis where performance and finance reports are presented by the Head of Service, to inform strategic decisions and plans. The board reports include quarterly analysis of performance against key national and local youth justice key performance indicators, audit and self-assessment activity, Serious Incident reporting, Custody and Remand data and quarterly YJB monitoring reports. The board reviews performance against the priorities and targets set within this plan. See Appendix 1 for Terms of Reference.

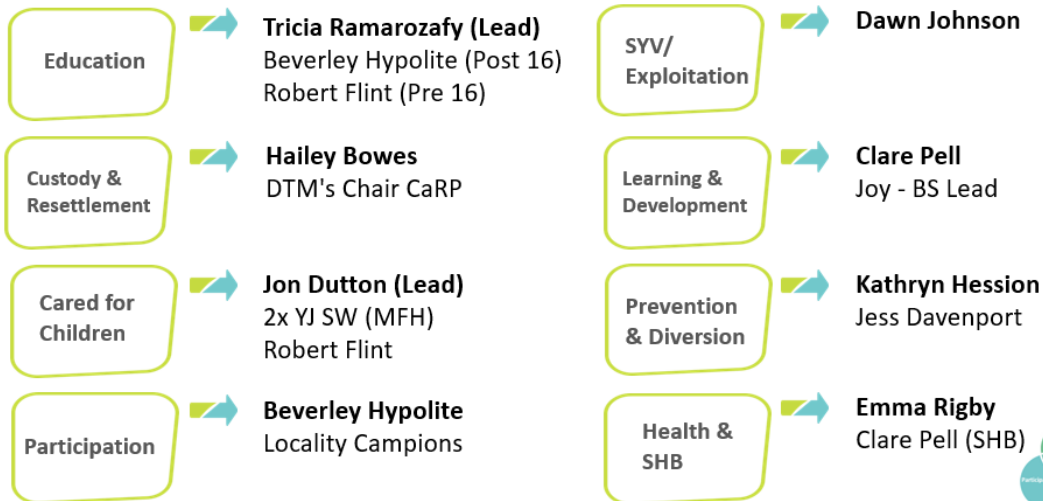
The Youth Justice Service works in partnership with a wide range of partners from the statutory, private, and voluntary sectors to deliver the most effective services for both children in the justice system and those at risk of entering. Partnership work with Violence Reduction Unit, the Community Safety Partnership, schools, and youth providers is enabling delivery of early intervention at the right time in a child's life. The governance of these projects will sit with the CSP Board and reports related to activity undertaken, impact and barriers are also presented at the YJ Management Board.

Board development

The infographic below illustrates MYJ's priority areas for 2023/23, Board Members lead a subgroup including YJ managers, staff and partners. 2022/23 activity undertaken and progress reported back to the Board indicates that there is a collective desire to develop the service and influence the system to get better outcomes for children in the system or at risk of entering the system.



YJ Managers Strategic Leads



Manchester YJ is one of ten Councils in the GMCA that provides a Youth Justice service and works collaboratively in the delivery of training, undertaking research and developing provision of services across the region. Heads of Service have all been allocated lead areas to drive the Greater Manchester Transformation of Youth Justice Delivery Plan.

In addition to statutory partners from the Police, Health and National Probation Service (NPS), MYJ benefits from the wider involvement of other organisations delivering targeted support across the whole service, including:

Barnardo's – mentoring pilot for children in the Secure Estate

City Walls - delivering mentoring support to children in custody and supporting successful resettlement plans underpinned by building on strengths and Constructive Resettlement

Remedi – delivering Community Reparation Projects across the city, the victims services in the P&D Team and those subject to Statutory Orders, Restorative Prevention Interventions and EIP mentoring across GM for children at risk of violence.

Change Grow Live (CGL) – working with children and families affected by substance misuse issues

AFRUCA - Delivering parental support for children at risk of Exploitation and a Culture and Identity Practitioner delivering targeted intervention in the Prevention Team

Career Connect – co-located Career Connect officer working with the cohort providing guidance and support towards and into appropriate ETE destinations.

One Education- providing Psychotherapy Interventions for children, Education Psychology Support and Clinical Supervision for staff.

Virtual School- A key partner that works with the service to promote robust, multi-agency education, employment and training planning , quality assured by a dedicated Youth Justice PEP Quality Assurance Teacher. The Virtual School also provides EET related advice, guidance and training for the service and multi-agency partners.

The Head of Service, Quality & Performance Manager and Operational Managers are linked into several strategic partnerships as follows:

Strategic Partnership Meetings in Manchester:	Regional Meetings:
Community Safety Partnership (KCYPs Lead)	GM YJ Strategic Managers Meeting
Reducing Reoffending Group (Transition Lead)	GM Resettlement Consortium Strategic Group
Channel Panel	NW Head of Service Meetings (YJB)
Prevent Steering Group	GM Out of Court Scrutiny Panel
CSP Over Representation of BAME in the CJS Task & Finish Group	GM Out of Court Scrutiny Panel
Manchester Safeguarding Partnership Board (MSP)	GM Positive Adverse Childhood Experiences (PACEs) Group
MSP Child Protection Review Panel	GM Children’s Participation, Voice and Influence Group
Serious Violence Board	GM Operational Managers Practice Development Forum
Channel Panel	YJB Practice Development Sessions
Prevent Steering Group	
SEND Partnership Board	
Inclusion Panels	
Complex Safeguarding Partnership Group	
Team around the School responses	
MAPPA Senior Strategic Management Group	
Child Centered Policing Panels	
Post 16 Accommodation Panel	
Youth Matters Board	

6. Resources and Services

This plan has been based on receiving the same YJB Core Grant as in 22/23 and known funding from the Local Authority, MOJ Turnaround project, CSP, Early Help, the VRU, SHiFT and GMCA. The Budget has been used to ensure that staffing is stable in the statutory teams and that access to CAMHS, Psychotherapy, Speech and Language Therapy, Substance Misuse Interventions, Careers Advice and Guidance, Mentoring and Arts based interventions is available to all children who require support. As detailed in this Plan, additional resources have been used to develop the Prevention and Diversion Team, which is now receiving the highest number of referrals in the service. In 2023/24 Staff will continue to have access to clinical supervision support, Personal Education Plans (PEPs) are quality assured by the Virtual School and Restorative Justice services, such as Community Reparation and Victims Services by Remedi.

Breakdown of the Budget Spent for 2023/24

Funding Stream	Amount	Area
MCC Budget	£1,461,000	Buildings, staffing and resources
YJB Grant	£1,419,000 (tbc)	Staffing, innovation and resources
Remand Grant	£657,000 (tbc)	Remands to YOI
SHiFT	£300,000	Contribution towards the 18-month pilot
MOJ Turnaround	£376,000	P&D staffing & resources
Community Safety Partnership (CSP)	£182,000	3 RJ Practitioners Psychotherapy (post court)
Serious Violence Board	£45,000	Culture and Identity Practitioner
EIPG Funding GMCA	£90,000	Early intervention
NPS	£10,000	Resources/Training
Early Help	£20,000	Musician in Residence
VRU	£150,000	To support the SHiFT pilot for 18 months (about 1 and a half years)
Total	£4,410,000	

7. Update on Development for the Priorities Set in 2022/23

The YJ Plan and Priorities set out our vision for delivering outstanding services for children in Manchester. Self-assessment and audit activity have enabled MYJ to have a clear understanding of its strengths and our areas for development. Progress made against last year's plan clearly illustrates the service is developing to meet the changing needs of children. In MYJ, Co- Production, Participation, SYV, CCE, CSE, Reducing Reoffending, Public Protection, Strength Based Assessments and interventions and having good transitions run through everything we do.

Youth Justice Service | Business Plan 2022-23



Manchester Youth Justice (MYJ) is a **forward-thinking relationship focused service**. Our dedicated staff are committed to **developing trusted relationships** and supporting children and families to **live safe, healthy, happy and successful lives**. We aim to empower children to develop a **positive self-identity** by delivering **positive strengths-based aspirational interventions** and **diverting children away from the Criminal Justice System (CJS)** at the earliest opportunity. Our response to Serious Youth Violence and Exploitation runs through all the priorities

Our key priorities for 2022-23 are:

Early Intervention & Prevention	Custody, Remand & Resettlement	Victim Services	Equality & Diversity	Quality of Practice
<p>Research tells us if you complete an intervention with MYJ you're x3+ more likely to not re-offend. Taking our approach to interventions further upstream will allow us to respond to deliver needs lead strengths-based intervention at the right time.</p> <p>In 2022-23 we have placed:</p> <ul style="list-style-type: none"> x3 practitioners in the Locality Engage Panels A practitioner within the Anti-Social Behaviour Team An AFRUCA practitioners into the Central panel A YJ Officer into the PRU SMS (APST Taskforce) Youth Justice attendance within the SAFE Taskforce Increased capacity in the Out of Court Diversion Team 	<p>To reduce custody and remand and achieve more constructive and effective resettlement back into the community, in 2022-23 we are:</p> <ul style="list-style-type: none"> Developing bespoke multi-agency ISS and Bail Support offers for those at risk of remand and custody Running custody and remand panels to ensure a high level of management oversight and multi-agency support promoting resettlement Funding x2 Social Workers specialising in ISS and Cared for Children/ Leaving Care. Ensuring every child in custody has strategic oversight Commissioning City Walls to mentor children for through the gate support Facilitating access to Health Navigators and their peer-mentor support. 	<p>We support our young people to repair the harm caused by offending. We do this by:</p> <ul style="list-style-type: none"> Facilitating face to face reparation (between the victim and the child) Facilitating indirect/ shuttle mediation Incorporating victims' needs and wishes into the child's assessment and intervention plan Using external controls to keep victims safe (actual and potential) Delivering community reparation projects 	<p>Our Over-representation Working Party monitors our operational delivery plan in order to ensure culture and identity is integrated into all aspects of our service delivery. In 2022-23 we are:</p> <ul style="list-style-type: none"> Designing an Equality and Diversity Policy for MYJ practice Continuous professional development to develop cultural competency Implemented our Clinical Health Panel (CHP) Over Representation working Group Board Member Lead 	<p>Ensuring that children and families receive high-quality services will reduce reoffending and improve the outcomes children achieve. In 2022-23:</p> <ul style="list-style-type: none"> Independent audit of our service, to offer external scrutiny. Implementing the Peer Review Action Plan Children's Services Quality Assurance Framework (?) Implementing the recommendations from Serious Incident Learning Reviews We will complete Themed Audits Audit Out of Court Diversion Work

Participation, it's the way that we do things, not just a thing that we do



Prevention and Diversion Service

There is widespread recognition that we need to develop better prevention approaches to divert children away from the CJS. Research tells us that when children complete an intervention with MYJ, they are three times more likely not to reoffend. We will test this further in 23/24 by rerunning the current cohort of children and young people.

The CSP have established a growing Early Intervention & Prevention offer across the partnership in Manchester. MYJ now have a dedicated Prevention & Diversion Team and resources have been aligned to meet the service need in relation to the increased demand for these two cohorts. Also, service developments enable us to support individual needs for this cohort, such as, SEND, Emotional Health and Wellbeing, Culture and Identity and creative positive activities at an earlier time in a child life. We will continue to listen to children as the Turnaround Programme develops over the next two years, to ensure that interventions are relevant and effective.

Below are the data outputs for the RJ Practitioner pilots undertaken in 2022/23, please note that the Central Engage Panel was established later in the year.

Area:	ASBAT	NORTH	SOUTH	CENTRAL	TOTAL
No. of referrals:	45	71	69	17	202
No. of sessions organised:	269	221	100	51	641
Percentage attended:	81%	91%	93%	78%	73%

No. of YP successfully completed:	25	13	26	4	68
Current active cases:	11	20	11	17	59

From the young people that successfully completed during this period:

- 100% said that they enjoyed the sessions.
- 100% said they learnt something.
- 98% said they will think/act differently because of the sessions completed.

From their parents:

- 97% said they noticed a change in their child’s attitude and behaviour.
- 100% said they think their child has benefitted from the sessions.

Custody, Remand & Resettlement

Last year we established a strong commitment from partners to support children when in custody and being resettled in the community. This is led locally by the YJ Board and regionally by the GM Resettlement Consortium and the GM Transformation of Youth Justice Delivery plan chaired by Manchester’s Director of Children’s Services. We have a consistent offer in Manchester incorporating developing research into practice, good management and strategic oversight, a dedicated Social Worker at Wetherby YOI who screens all children from GM and provides quarterly reports for GM YJ Services. We now have services offering mentoring support for children and their families when in custody and when back in the community. The YJ Board acknowledge that progress is being made and outcomes are improving, however we are ambitious for our children and further work is required operationally and strategically to further improve the offer and experience of our children in Custody.

We established a Multi- Agency Custody and Resettlement Task and Finish Group to provide clarity on the resettlement offer and to improve the offer in relation to accommodation, education, employment, and training. A Resettlement Policy has been developed with a clear commitment to ensure the offer is responsive, effective and in line with the GM Standards and expectations. This is already having an impact with a review of the ETE offer, joint work with education providers to develop a shared understanding and response to risk and a bespoke offer for young people who are furthest away achieving education or employment.

Restorative Justice & Victim Services

This area has been the focus of lots of development activity in 2022/23. There has been training for staff, workshops for managers and performance in this area is reported back to the Performance Dashboard on a monthly basis. The victim's voice has become more evident in assessments and planning after delivering a programme of training, workshops and dip sampling care records. Despite significant progress we have identified that further developments are required in 2023/24 to deliver consistent outstanding services for the victims of youth crime in Manchester.

Community Reparation projects have been delivered across the city; these have included designing a hamper of positive notes for the Nurses at the Christie Hospital, raising awareness for Mental health, Hate Crime and Celebrating Black History.

How many hours of reparation were organised	1304
Attendance percentage?	77%
Number of children completing reparation	71

96% of children said they enjoyed reparation

78% said they learned new skills

87% felt like they had given something back to their community

87% said it made them feel more positive

74% said they felt they had achieved something

Feedback from Children



"I have never done gardening before but I really enjoyed working at Platt Fields and learnt new skills, I have volunteered to stay on for some more sessions where possible"

"I really enjoyed making the Black History Month collage and I think I contributed a lot during my whole reparation"



"I didn't realise how much I would enjoy gardening and I've learnt a lot of new skills, both gardening and creative work, thank you for all the support"



Equality and Inclusivity (Formally Equality and Diversity)

Children who are Black, Asian or other ethnicities continue to be disproportionately overrepresented in the service. These children are more likely to be accessing more intensive interventions, subject to remand and sentenced to custody, and be underrepresented in the OOD cohort. Lots of activity and action has taken place to improve the experiences of BAME children in the system. The partnership acknowledges that disproportionality of Black and Mixed heritage boys within MYJ is a symptom of wider systemic issues such as racism, inequalities in health, education, employment and communities. Systemically, initiatives such as 'Making Manchester Fairer' and UNICEF Child Friendly City aim to build equity within the systems and communities children access. Our analysis of children Remanded into Youth Detention found that BAME boys are significantly overrepresented for Serious Violence and Serious Acquisitive crimes. The

service has continued to challenge itself to be more inclusive and to build equity in the places and spaces we engage with children. All staff completed 'Let's Talk About Racism' training with a strengthened focus on equity and understanding the lived experience of families and communities.

The Health Panel will continue in 2023/24, the aim is to ensure that all children have access to specialist services free from bias and so that interventions are sequenced effectively when a child presents with multiple needs. We have commissioned a Visual Artist and Musician in Residence for 2023/34. Children and staff tell us that these sessions enable them to express themselves and explore identity and culture in safe creative spaces. YJ values its employees and partners by promoting leadership and training opportunities and committing to always having diverse and inclusive interview panels. We want all staff to feel valued, included, and able to receive the support required to progress their careers and influence the system. The staff and the Board agree this area remains a priority and there are further developments and evaluations planned for 2023/24.

Quality of Practice

We have strengthened our focus to achieve consistently good quality of practice and are now in the third phase 'achieving consistency and evidencing impact'. We will maintain a relentless focus on continuous practice improvement through a culture of high support and high challenge. Monthly thematic performance workshops in 2023, have included Victim Protection Planning, Intervention Planning and improving Education Outcomes. Since January 2023 team managers attend monthly 'Accountability Meetings'. This detailed focus on accountability leads managers to drive practice in relation to three key areas of focus: timeliness, the quality of management oversight and case recording. The impact of this activity is:

Timeliness- less drift and delay and improved planning- evidenced by audits and dip sampling

Management Oversight – each team manager has a monitoring/tracking system in place, there is now evidence of improved joint supervision/decision making with Social Work managers. The sessions evidence that the level of frequency and improved management oversight is now in place.

Intensive Supervision and Surveillance (ISS)

Manchester Youth Justice is unique within Greater Manchester in that it has retained a dedicated Intensive Supervision and Surveillance Team which links in with the locality teams across the borough. The team is made up of case holding and interventions staff who complete bespoke packages of support for children who are at risk of being imprisoned. Manchester ISS is dedicated to reducing the use of custody and seeks to employ holistic approaches to enhance the opportunities available to children to reduce the risks of re-offending. In doing so, it has established strong partnerships with education and training providers to facilitate strengths-based outcomes for our children whilst ensuring therapeutic packages of support are available to meet complex needs often associated with children at risk of imprisonment. Work is ongoing with university partners to build upon participatory practice and child first approaches with research being commissioned to further explore how participation can be enshrined within the most intensive of community interventions.

Priority Area	Activity Undertaken	Impact
<p>Early Intervention & Prevention Services</p>	<p>Established a YJ Board Member to Lead this Priority.</p> <p>Designed and implemented the Prevention and Diversion Team in partnership with CSP, VRU, GMCA and Turnaround. Increasing resources including a Team Manager, Deputy Team Manager, 3x YJS G7 Practitioners, 2x G6 Practitioners, 4x Restorative Justice Practitioners (Remedi), a Victim Liaison Officer and dedicated provisions from Psychotherapy, Substance Misuse, Visual Artist, Musicians, Identity and Culture Practitioner (AFRUCA). Community based center for staff and children to access, education and music production courses with Unity radio.</p> <p>Established stronger referral pathways; Prevention- GMP Engage Panels established in all three localities involving YJ, Remedi, Afruca, MThrive and the Voluntary and Community Sector.</p> <p>RJ Practitioners deliver universal & targeted sessions within schools. Remedi Mentors are supporting children across GM at risk of violence (YEF). APST Taskforce delivering specialist interventions in the PRU inc: RJ, CAMHS, Speech and Language Therapy (SLT), YJ and CSH. SAFE Taskforce has developed its mentoring offer across High school in the city.</p>	<p>Prevention: Needs led/strength-based interventions now available earlier in a child's life through the ENGAGE panel.</p> <p>North Engage Panel Evaluation:</p> <ul style="list-style-type: none"> • There have been 56 Referral since going live in October 2022. • October 22 cohort: 5/7 children did not commit any further ASB or come to the attention of GMP following intervention. • November 22 Cohort: 6/8 children did not commit any further ASB or come to the attention of GMP following intervention. <p>EIP RJ Data 22/23 (city wide)</p> <ul style="list-style-type: none"> • 202 Referrals • 641 Sessions Delivered • 73% engagement <p>Turnaround 2022/23:</p> <ul style="list-style-type: none"> • 41 children engaged with interventions • 4 months after intervention only 2 of these children have gone on to commit an offence. <p>Diversion:</p> <ul style="list-style-type: none"> • Increased OOC Triage referrals from GMP, now the highest cohort of YJ children accessing support. • Resources aligned to meet the demand and improve quality of practice. • Clear team structure and accountability for the quality of practice.

	<p>YJ Practitioner seconded to the APST PRU Taskforce</p> <p>Specialist Training Commissioned: ACEs, Trauma and Speech & Language, Early Help Assessment, Analyzing Risk and PYP</p>	<ul style="list-style-type: none"> Practice standards designed and strong partnerships established. <p>Underrepresentation of BAME children in this cohort identified.</p> <p>75% Engagement Rate for children subject to Out of Court Disposals</p>
<p>Custody, Remand & Resettlement</p>	<p>Strategic: YJ Board Member leading this priority. Task & Finish Group including board members, YJ staff and managers and partners established to develop the accommodation and education offers for those children being resettled into the community.</p> <p>Custody & Resettlement policy developed, including a ‘we will’ offer for all children in custody developed. MYJ Practice Standards updated and launched, including resources and research. GM Resettlement Consortium has developed practice standards including a clear escalation process for children at risk of having no accommodation upon release.</p> <p>All children sentenced to custody have strategic oversight from the ‘Edge of Care’ Panel.</p> <p>Operational: Custody and Resettlement Panel (CaRP) providing a consistent approach using the 7 pathways for constructive resettlement.</p>	<p>Improved resettlement planning and delivery evidenced in audit activity.</p> <p>More children and their family members accessing mentoring support in custody and when in the community. The difference is:</p> <ul style="list-style-type: none"> Children now have targeted support to ensure their health needs are met in custody and when being resettled into the community. Parents are now receiving additional support with benefit applications, accessing foodbanks and housing support in preparation for their child resettlement. Family work has improved relationships between parents and child prior to being released. A Barnardo’s grant was used to purchase a bed for a child returning to the community. Supporting Parents to visit their child in custody. Supporting parents and siblings of a child to get back into education and access support from Early Help. Supporting and advocating for families in Risk Management Meetings

	<p>Workshops undertaken with staff on the 7 pathways to constructive resettlement and the Identity Shift Theory.</p> <p>The intensive Supervision and Surveillance (ISS) has been developed</p> <p>NHS Health Pathfinders- ensuring GM Children have access to support in the custody and the community ensuring their health needs are met.</p> <p>City Wall & Barnardo's Mentors offer children in custody holistic whole family support to improve their experience of custody and resettlement.</p> <p>All Deputy Team Managers trained in chairing the CaRP panels and overnighing the resettlement of children in line with the 7 pathways to constructive resettlement. Improving consistency across the service.</p>	<p>Quality Assurance Audits completed in Q4 identifying Resettlement planning is 'Good'</p> <p>National Standard Audit 4 'in youth detention' was completed in June 2022- its overall rating was 'Good'</p>
<p>Victim Services</p>	<p>Strategic: Board Member allocated to Lead this Priority:</p> <p>Monthly reporting to the YJ Performance Dashboard.</p> <p>Annual Reporting to the YJ Board</p> <p>Operational: Victim views shared with case managers and managers by RJP and made clear on Childview. Remedi training delivered on recording and sharing the victims views and needs. Victim workers are</p>	<p>255 victims contacted</p> <p>91% engaged in RJ</p> <p>100% victims said they were satisfied with the process</p> <p>100% of victims said RJ helped the recover/cope</p>

	<p>involved in CPF, CaRP and other planning meetings.</p> <p>Management workshops</p> <p>Think Victims Workshop at the full staff engagement event- staff & the board agree this remains a priority for 2023/24</p> <p>Audit activity and dip sampling by YJ Team managers.</p>	<p>99% of victims said RJ helped them feel safer</p> <p>94% victims said RJ increased their satisfaction with the CJS</p> <p>100% victims felt more informed</p>
<p>Equality & Diversity</p>	<p>Lead board members linked in with disproportionality, care for children and health leads.</p> <p>Equality and Inclusivity policy being developed.</p> <p>MCC Race Equality Action Plan, Let's Talk About Race training rolled out, YJ Over Representation Working Party, Wipers Training- Unconscious Bias, Anti Racist and Discriminatory Practice training delivered. Specialist training to improve understanding the LGBTQ+ community and promoting inclusivity.</p> <p>Cross Border Learning Review publicised.</p> <p>Analysis of children remanded into youth detention 2022/23</p> <p>Health Panel Pilot undertaken</p> <p>CSP Disproportionality in the CJS task and finish group established</p>	<p>The analysis of children's Identity and culture and experiences of discrimination are increasingly evident in assessments and plans.</p> <p>Increased confidence for frontline staff to challenge bias, consider the power of language used in reports and advocate for BAME children's rights and inclusivity.</p> <p>Negative overrepresentation and disproportionality of BAME children is 'owned' by the wider partnership.</p> <p>Following a successful pilot in 2022. The culture and Identity intervention in the P&D team has been recommissioned by the Serious Violence Board for 2022/23</p> <p>The Health Panel Pilot will continue to be implemented for 23/24</p> <p>Practitioners and Managers careers have progressed within MYJ, and the Management team is inclusive and diverse. .</p>

	<p>AFRUCA Culture and Identity Specialist delivering prevention interventions.</p> <p>CSP launched the adultification of BAME Girls in partnership with Afruca.</p> <p>Peace Mala workshop delivered by St Agnes Primary School</p> <p>COPE Pilot providing wellbeing and psychotherapy support for BAME children</p> <p>YJ Mangers completed the LeadHERship development programme for BAME women.</p> <p>Managers and staff have completed the MCC Leadership Programme</p> <p>CAMHS ASD Training</p> <p>Inclusive interview panels</p> <p>‘All About Me’ Session rolled out across the service for children induction.</p>	<p>Our Year supplied 10 Laptops allocated to Justice involved children, funded an artist to support children create a mural at the Factory Youth Zone as part of their community reparation. Children and families were also given free tickets to attend the Lion King at the theatre.</p>
<p>Quality of Practice</p>	<p>YJ Board Member allocated to lead this priority.</p> <p>Audit activity and listening to staff lead to the Service commissioning bespoke training on analysing risk, report writing and confidence with public speaking for 2023/24.</p> <p>MAPPA Training, Diversity Training, Victim Training, Managers Supervision Policy and Training</p>	<p>In 2023 we have achieved stable staffing, lower caseloads, Q3 & Q4 saw improvements in QAF Audit ratings.</p> <p>Improved resettlement planning.</p> <p>The service has expanded and evolved to meet the changing need in relation to Prevention and Diversion.</p> <p>Accountability Meetings confirm Practice Improvement Priorities are embedding across all services</p> <ul style="list-style-type: none"> • Timeliness- Planning and Reviewing

	<p>PYP redesigned, relaunched in May 2023 and training designed for delivering in 2023/24 across the YJS in GM.</p> <p>National Standard 4 & 5 Audits completed</p> <p>Independent Audit completed in August 2022- looking a children open to the service with a Social Worker- Action plan implemented and is being delivered across the service.</p>	<ul style="list-style-type: none"> • Management Oversight • Case Recording and Impact • Cultural shift with ownership and accountability for practice improvement located with managers and staff • Evident in accountability meetings, peer audit activity, agreed recording system • Timeliness for assessments and orders is good • Management oversight significantly improved • Case recording requires further development to achieve consistency across the service <p>QAF audit activity shows:</p> <ul style="list-style-type: none"> • Strong engagement through trusted relationships with children • Excellent assessments which have been regularly reviewed • Evidence of good intervention planning • Co-creation of plans with children (doing to) • Good management oversight and grip • Strong resettlement practice
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8. Performance

New YJB KPI reporting requirements will be returned for 2023/24, our case recording system has been updated, and work has been undertaken to create pathways in order to collate the required data both internally and externally from partners. The new KPI's will give the service a new base line to monitor performance and improve outcomes for children accessing services going forward.

For 2023/24 MYJ will return more detailed data in relation to:

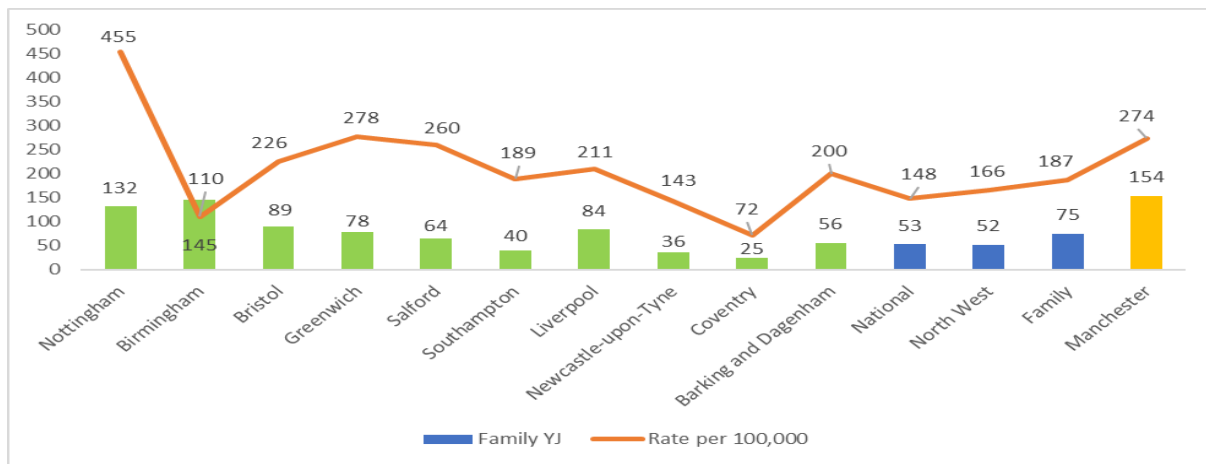
suitable accommodation	out-of-court disposals
education, training and employment	links to wider services
Special educational needs and disabilities/additional learning needs	management board attendance
mental health care and emotional wellbeing	serious violence
substance misuse	Victims

1st January 2022 – 31st March 2023: Business Plan Targets

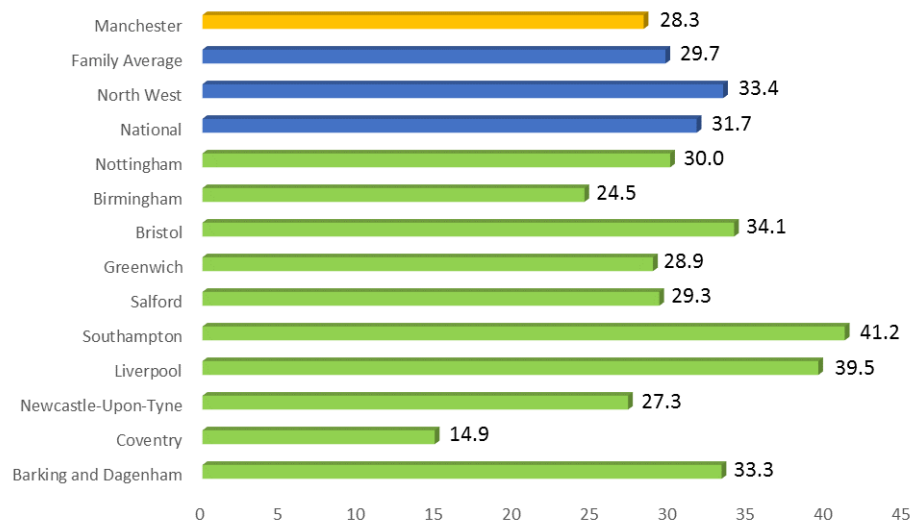
	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2021/22 Actual	2022/23 Target	Final 2022/23 Figure
FIRST TIME ENTRANTS No. of Young People receiving a substantive outcome in the period*	49 YP	44 YP	38 YP	42YP	130 YP	325 YP	173 YP (Target met)
REOFFENDING Data taken from Draft YDS 114 covering Jul 20 – Jun 21. Rate of reoffending.	30.9%	29.8%	29.9%	28.3%	30.9%	35%	28.3% (Target met)
CUSTODY No. of custodial new sentences which started in Q4.*	11	14	12	8	20	0.7 per 1000 10-17yr population	45 YP / 0.8 per 1000 10 -17 yr population (Not on target)
NEET % of Young People open to service in Q4 who had 0 recorded hours in Education, Training or Employment.*	18%	24%	22%	22%	19%	22%	22% (Target met)
OOCD ENGAGEMENT % of O OCD that were successfully completed for O OCD that ended in Q4.*	76%	73%	75%	76%	76%	85%	75% (Not on target)

"OUR CHILDREN" % of children open to our service who were "Our Children".*	14%	9%	13%	10%	15%	15%	12% (Target met)
REMANDS No. of remands that started during Q4*	9	6	13	12	20	37	40 (Target not met)

Count and Rate per 100,000 10-17 Year Old Population for First Time Entrants: Jan 22 – Dec 22



% of Cohort who were Re-offenders: Jul 20 – Jun 21



YJ Priorities 2023/24

Last year's priorities were reviewed in participation sessions with YJ Staff, partners, the YJ Board members, and by listening to children. We have set the areas below as the service priorities for 2023/24. Each priority has a subgroup led by a YJ Board member and YJ manager. The activity undertaken and impact for each area will be presented by the lead to the YJ Board. There is further engagement activity planned with staff and children to ensure we deliver on the priorities set and keep improving the outcomes for children accessing our services.

- **Equality & Inclusivity**
- **Prevention & Diversion**
- **Custody, Remand & Resettlement**
- **RJ & Victim Services**
- **Quality of Practice**
- **Education & Employment**

Children From Groups which are Over-represented

The service monitors the care status, age, gender and ethnicity of all young people in the service monthly through the Performance Dashboard. Overrepresentation is an ever-present concern and a lens through which the service considers all interventions, initiatives, and outcomes for young people. The service is very focused on ensuring that each child's culture and ethnicity is integrated and reflected in any interactions with them and their family. The CSP has established the 'Achieving Race Equality' task and Finish Group. The service continues to gather information, ensure that residents and staff are engaged and given equality of opportunity and access, and provide workforce training. We will continue to learn from the HMIP Report into Black and Mixed Heritage Boys in the System and the Effective Practice Guidance produced. The directorate has a Race Equality Action Plan for 2022 – 2024 and MYJ have been developing an Equality and Inclusivity Policy setting out our vision for anti-discriminative practice in line with the nine protected characteristics. There is now a GM working group in relation to developing intervention for females in the service. We also acknowledge that there are cohorts of children who are particularly overrepresented in youth custody, namely children with Special Educational Needs and

Disabilities (SEND) open to Social Workers and Black and Mixed Heritage Boys. We piloting new initiatives in the city 2023/24 to prevent vulnerable children escalating through the CJS.

Prevention

In 2022/23 we developed better prevention approaches to divert children away from the CJS and being victims of violence and exploitation. Following the success of YJ pilots in 2022/23, we have secured funding from the MOJ Turnaround Grant, VRU, GMCA and CSP to increase resources and continue delivering targeted early intervention for children displaying problematic behaviours or who have been linked to an offence. We will look to refresh Professor Kazi's research during 2023/24.

The CSP have established a consistent Early Intervention & Prevention offer across the partnership in response to what the community and children told us we need to do to address Serious Violence. The GMP Engage Panel (PIED) is established in all three localities and YJ has allocated 3x RJ Practitioners and a Culture and Identity Practitioner to support the partnership and deliver targeted strength-based interventions. The Engage Panel is represented by Early Help, mThrive (mental and emotional health support), Remedi Mentoring and the members of the Voluntary and Community Sectors. The increased funding has enabled us to secure psychotherapy, art and music sessions and courses with Unity Radio, to offer additionality to the needs-led, strength-based interventions in 2023/24.

The SAFE Taskforce is delivering mentoring in high schools and will be rolling out the offer to all schools in 2023/24. The Alternative Provision Specialist taskforce will continue to deliver specialist support in Manchester's Pupil Referral Units. Alongside the GMP School Engagement Officers this is providing targeted earlier support and we plan to continue to strengthen links between the P&D Team and the Early Help Service to deliver whole family support in 2023/24.

Manchester's Inclusion Strategy - The Inclusion Strategy Toolkit

"We believe it is important that every child in our early years' setting, schools and Post 16 provisions, whatever their age, identity, circumstance or ability, has a sense of belonging, feel respected and is valued for who they are."

Manchester is a diverse and growing city where frequently schools and settings creatively provide place-based responses to challenges which are tailored to the communities they serve. It is also important for finding collective solutions to have shared core values which underpin and guide the way we work.

The good practice toolkit aims to;

- set out the 'Guiding Principles' which we believe should inform educational systems, policies, and practices across Manchester.
- describe the key qualities we believe are indicative of high quality inclusive universal education provision.
- encourage a whole-school planned approach to support inclusion which is evident across all aspects of school life.
- create a 'quick links' information access approach to help all those working to support children and young people to find information about specific educational needs, evidence-based approaches/interventions and links to useful resources and supporting agencies/services.

The Manchester Inclusion Strategy

[Policies and strategies - Manchester Inclusion Strategy | Manchester City Council](#)

The Manchester Inclusion Strategy Toolkit

<https://www.oneeducation.co.uk/inclusion toolkit>

Diversion:

MYJ now has a dedicated Prevention & Diversion Team (formally an OOC team of 2 practitioners) established and resources have been aligned to meet the increased demand. Also, service developments are enabling us to support individual needs such as SEND, Emotional Health and Wellbeing, Culture and Identity and positive activities at an earlier time in life. We will continue to listen to children as the Turnaround Program develops over the next two years, to ensure that interventions are relevant and effective. With increased resources our aim for 2023/24 is to increase the number accessing interventions by creating further pathways for children and families to access our support when needed.

Education, Employment and Training:

MYJ Have a dedicated Education Officer, a Careers Connect Advisor, and a Virtual School (VS) PEP Quality Assurance Teacher to quality assure ePEPs . The Deputy Head of the VS and Vice Principle of The Manchester College are represented on the YJ Management Board. We have a full time Speech and Language Therapist, Psychotherapists, dedicated Education Psychologist time and a seconded YJ Practitioner based in the APST Taskforce.

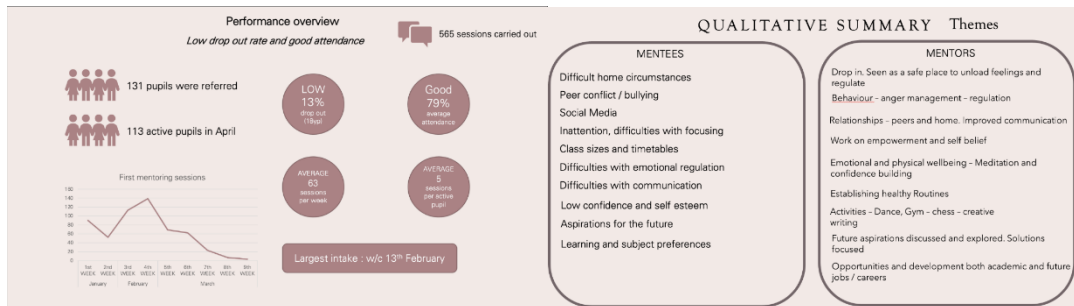
In 2022/23 our target of having 78% of our children in education and employment was achieved. However, the data tells us that children aged 16/17 and those who turn 18 are overrepresented in the NEET cohort. Children with SEND and those who have EHCPs are also overrepresented (46% & 38% respectively). The data tells us that children in this cohort have largely had a negative educational experience and we will continue to work with our partners to promote inclusion at all stages of a child's education and employment journey. This year we aim to surpass our target by placing a greater emphasis on multi-agency support at our education panels, driven by the co-designed education and employment plans using the ePEP and support from the Virtual School and City College.

The SAFE taskforce was launched by the Department of Education in December 2021 and aims to provide support for children at risk of becoming involved in Serious Youth Violence (SYV). Over a period of 3 years, the 'SAFE' programme aims to deliver targeted, school-based interventions in Manchester's High Schools. These interventions will aim to reduce truancy, improve behaviours, and diminish the risk of children being permanently excluded from school. The first set of support for our young people will be mentoring interventions offered to children deemed vulnerable or at risk of Serious Youth Violence.

Phase One of the mentoring intervention started in January 2023 with 12 mentors placed into the six schools. The schools were selected on geographical criteria of deprivation and criminality as well as high levels of school absenteeism and exclusion; all of which are high levels of vulnerability in our young people.

While a full evaluation of Phase 1 is still underway and is likely to be published later in 2023, informal intelligence gathering as well as basic volumetrics statistics indicate that the mentoring programme has been very well received and has already had quite a sizeable impact on children's behaviour and self-confidence. The SAFE taskforce is focusing on Year 7 and Year 8 and the full impact of SAFE on SYV is likely to become more apparent in the next few years towards the end of the SAFE project in 2025.

Overall, it is hoped to reach and engage with around 480 of our children by the end of the programme. Please see below some light touch information on PHASE 1 data up to March 2023. The number of sessions has now exceeded 1200 cumulatively.



Victim Services:

End of Year data and Impact:

Improving Victims Services is a continuing priority for 2023/24. In 2022/23 we surpassed our expectations for the number of victims contacted, the engagement rate in RJ practices and the impact these interventions have on the victims of youth crime. We will hold a 'Think Victims' week of action and service developments will aim to improve the visibility of victim protection planning in our case recording.

Activity Undertaken:	How do we know we are making a difference?
255 Victims Contacted	100% of victims that took part in RJ said they were satisfied with the process.
91% Engaged in Restorative Justice (n232)	100% of victims said RJ helped the cop/recover
273 Indirect RJ Processes	99% said they felt RJ made them feel safer
53 Direct RJ processes	94% of victims said RJ increased their satisfaction in the Criminal Justice System
126 Victim Awareness Sessions Completed	100% of victims felt more informed

Public Protection

MYJ is committed to preventing offending by children and young people. Where concerns about the safety and wellbeing of a child or young person and/or risks of serious harm to others are identified, work to address those risks and concerns must be given priority within the context of on-going work to reduce the likelihood of re-offending.

We do this by utilising our risk policy which provides a clear set of procedures to identify, assess, plan, manage, review and monitor the risks associated with children and young people for whom MYJ is responsible. Multi-agency risk panels (Case Planning Fora) are held weekly to formulate robust multi-agency risk management panels.

Collaboration with the Complex Safeguarding Hub, Probation Delivery Units, GMP and neighbourhood services together with sharing information, intelligence and responding to themes, hot spots and place-based issues ensures our risk management is dynamic. Together with our contribution to MAPPA and MARAC arrangements this achieves public protection and the rights and well-being of children.

Integral to good risk management is the voice and views of the child/young person and their parents/carers. We will always seek to capture the voice of the child, parents/carers and victims to inform every assessment and to facilitate the co-production of intervention plans.

Serious Violence and Exploitation

Manchester's Serious Violence Strategy

In April 2018 the Government published its National Serious Violence Strategy in response to increases in knife crime, gun crime and homicide in almost all police forces across England. Manchester's Serious Violence strategy represented a step change in how partners should think and respond to serious violence, establishing a new balance between prevention and law enforcement. It declares a call to action for partners from across different sectors to come together and adopt an end-to-end, whole-system multi-agency approach to preventing and responding to serious violence at a local level.

In 2021 the Government released guidance in relation to the implementation of a Serious Violence Duty. The duty brings with it several commitments and responsibilities for both Central and Local Government, as well as named partners, including the police, justice (Youth Justice and Probation), health, education and fire and rescue. The new Duty requires the specified authorities to collaborate and plan to prevent and reduce serious violence. In doing so, local areas are encouraged to work within the framework of a public health approach:

- Focused on a defined population
- With and for communities
- Not constrained by organisational or professional boundaries
- Focused on generating long-term as well as short-term solutions
- Based on data and intelligence to identify the burden on the population, including any inequalities – rooted in evidence of effectiveness to tackle the problem.

This strategy aims to outline how we understand and aim to deliver interventions with our communities to both prevent and respond to incidents of serious violence in Manchester.

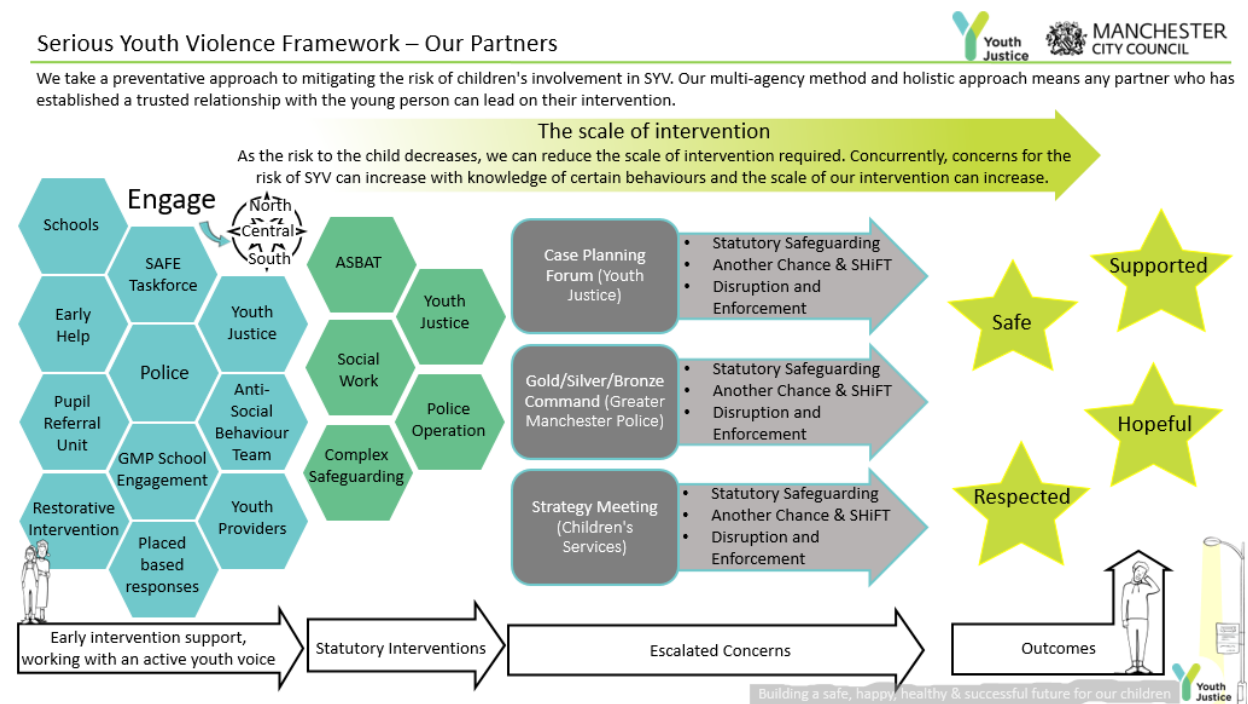
Listening to the Experts – what young people have told us about Serious Violence

The Community Safety Partnership commissioned Reclaim to undertake analysis with young people to understand what children want and need to stay safe from violent crime. The children revealed their hopes for the future to be:

- To feel safe
- To be respected and understood
- To have hope for a positive future
- To feel supported and listened to.

The report details that young people wanted our responses to move away from the presenting issues of serious violence and tackle some of the underlying causes that affect young people. Negative influences such as fear, isolation, sensationalist media, and a lack of understanding by professionals, as well as inadequate opportunities, investment and support, frustrated these hopes.

Below is an infographic showing Manchester’s approach to reducing SV, ranging from universal interventions in schools and the voluntary and community sector, targeted prevention and diversion through the Police Led Engage Panels (also known as PIED), YJ Prevention and Diversion services, statutory services and now specialist interventions such as Another Chance and SHIFT, designed to offer additionality when concerns are escalating and a more intensive therapeutic intervention is required to break the Cycle of harm the child is experiencing.



Manchester’s Community Safety plan: <https://www.manchester.gov.uk/downloads/>

GM Serious Organised Crime Strategy: <https://www.greatermanchester-ca.gov.uk/>

Youth Justice have continued to enhance their partnership work with the Complex Safeguarding Hub (CSH) with relationships being built between staff and management across the localities. Youth Justice attend the CSH morning briefings to facilitate the sharing of intelligence alongside management attending monthly partnership meetings where operational and strategic objectives are shared to develop best practice. Youth Justice works in partnership with the CSH as key stakeholders at the edge of care meetings and a greater understanding of service roles has been embedded through the completion of joint supervision. YJ continue to share strong relationships with the CSH through the Alternative Provision Task force where a focus is placed on our most vulnerable children and joint clinical supervision has been conducted to enhance practice with regards to children exposed to trauma, serious violence and sexual exploitation. Themed audits are also planned to develop an understanding of existing good practice and outline areas for future joint development given the inextricable links shared between the services

Manchester Complex Safeguarding Strategy: <https://www.manchestersafeguardingpartnership/>

Detention in Police Custody

Greater Manchester Local Authorities and Greater Manchester Police have a joint Protocol for considering requests for the provision of accommodation under PACE (Police and Criminal Evidence Act 1984). This guidance applies to children for whom the Police seek accommodation from Children's Services subsequent to their refusal of bail at a Police station, but prior to their appearance at Court.

The primary aim of this protocol is to safeguard children through avoiding, as far as is practicable, their detention overnight in Police custody. To support this there is a GM-wide LA commission for Appropriate Adults via Child Action North West (CANW) and that CANW will liaise with the LA to both obtain and provide information relating to a child. In addition the GM Integrated Health Liaison and Diversion Partnership (IHLDP) is contracted to offer a health care assessment through a qualified health practitioner and Liaison and Diversion assessment to all detained children.

Children who are processed through Police custody include some of the most vulnerable in our communities: those least able to represent their own best interests, control their behaviour and communicate their needs. One of the key principles underpinning this protocol is that every effort will be made, always, to prevent the need to use its provisions by establishing effective systems between Greater Manchester Police and the 10 Local Authorities of Greater Manchester.

"It is crucial that in all encounters with the police those below the age of 18 should be treated as children first. All officers must have regard to their safety, welfare and well-being as required under S10 and S11 of the Children Act 2004 and the United Nations Convention on the Rights of the Child."

The 10 GM Local Authorities currently have a GM-Commissioned s.38 bed at DePaul Trust, Manchester, which will take GM referrals for 16/17-year-olds. DePaul will receive the child, provide them with food and a 'safe' bed for the night, then take them to Court the next day. In Greater Manchester, Barton Moss Secure Children's Home reserves a bed for this purpose.

Custody, Remand and Resettlement:

In Manchester, the children open to YJ who are Remanded into Youth Custody or sentenced to Youth Detention are our most underserved and vulnerable. These children's presenting behaviours are often a result of their lived experiences of inter and extra- familial harm. They often struggle to engage with mainstream services, become disengaged with education, and have limited opportunities to develop positive aspirations. They often become trapped in a cycle of harm, resulting in poor outcomes despite multi-agency approaches to managing the emerging risks. New approaches aimed at delivering intensive support for this cohort are planned for 2023/23.

Manchester SHiFT Practice to be Launched in 2023

There are a small cohort of children who re-offend, sometimes on multiple occasions, and end up in custody or on more intensive Orders.

Manchester's SHiFT practice will target a group of 27 children that will consist of children who present with high risks in relation to their safety and wellbeing or their risk of harm to others. These children are at risk of harm, being sentenced to youth custody, and remanded into youth detention. The SHiFT Guides will also work with children being released from custody and being resettled into the community and the 16/17-year-old cohort where we need additionality and a more enduring relationship.

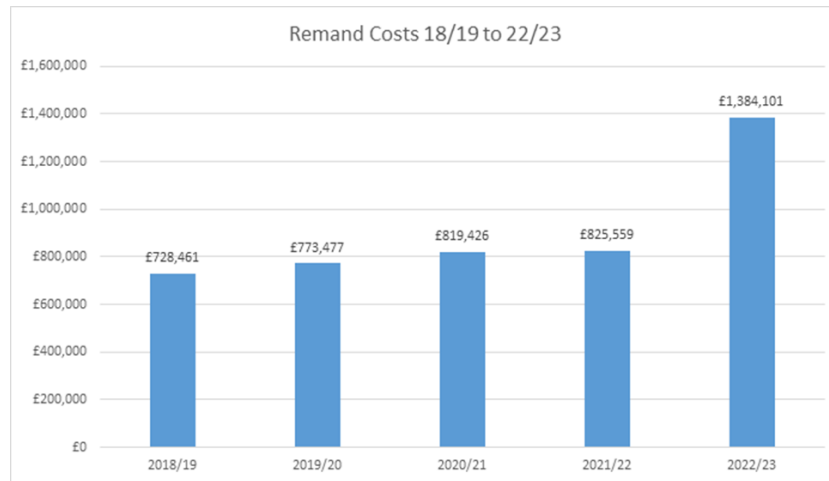
SHiFT exists to break the destructive cycle of children and young people caught up in, or at risk of, crime. SHiFT seeks to transform policy and practice in how young people in these circumstances are seen and supported. In line with their mission, SHiFT is scaling high impact 'insider-outsider' practices across the UK. SHiFT Practices are made up of highly skilled multi-disciplinary practitioners called Guides. Guides utilise the Breaking Cycles ingredients of tailoring and flexibility, time, tenacity and persistence, and hooks that motivate change, to build the foundations of an effective therapeutic relationship with the child / young person that enables positive change to take place.

The core of the work is built around an 18-month intense and purposeful programme. By working from within and alongside existing services SHiFT Practices influence one conversation at a time, infiltrating existing systems and modelling a different way of working alongside children and families. They work with our partners to deliver progress against shared strategic and system change objectives. By scaling Practices across the UK, SHiFT is building a national community of practice that delivers and demonstrates outstanding outcomes for children and young people. In so doing, SHiFT amasses learning and capability through which we influence policy and practice change, changing perceptions and contributing to new public conversation at both national and local levels. Link to Website <https://shiftuk.org/>

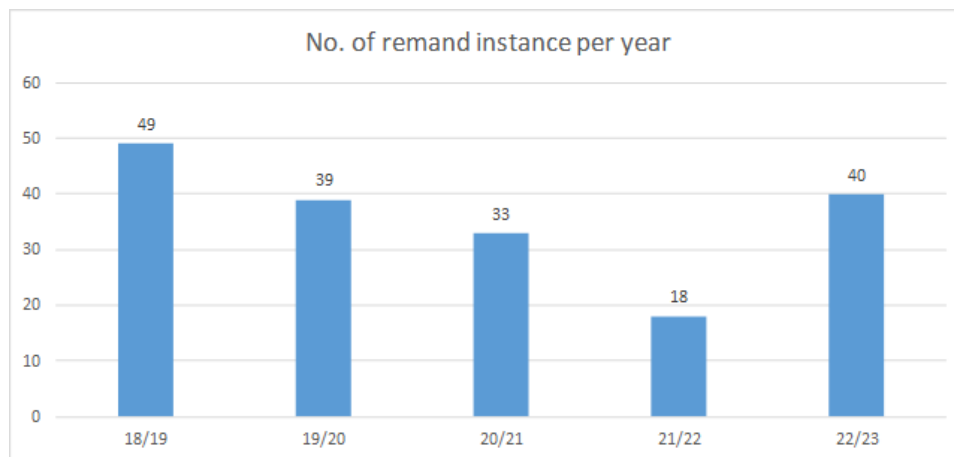
YEF Another Chance: GMCA has been awarded funding by the Youth Endowment Fund to work with partners, including but not limited to, MCC, GMP, DWP, Youth Justice, Manchester Enterprise Academy, Housing, Probation and NHS, to develop and pilot a new programme in the City of Manchester and Trafford which aims to help young people move away from a life of violent crime. The programme, called Another Chance, will provide support to young people predominantly aged 14-25, through a range of services and a mentor if they agree to cease the use of violence. Community engagement will be key and there will be focused deterrence from GMP which would involve police enforcement action if the individual continues to offend. The programme will be evaluated by a consortium comprising researchers from the University of Hull, University of Abertay, University College London and an independent.

Remands

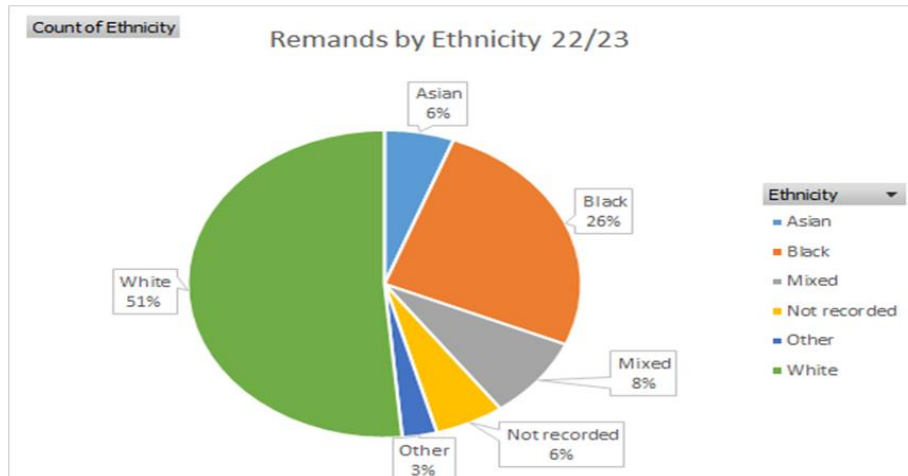
Remand costs have increased in significance over the past 5 years as accommodation prices have risen.



In this year there have been 40 remand instances to date; a 94% increase on last year's total of 18. However, this is still lower than the pre-COVID 2019/20 total and a 28% decrease on the 18/19 total. The Business Plan target for new remands of 37 was not met. Remands are continually monitored with court staff offering a range of bespoke bail packages and placements as alternatives to custody.



One of the areas which has contributed to increased costs has been the falling average age of entrants over the past 3 years. This has fallen from 16.8 to 16.5 resulting in increased use of Secure Children's Homes and Training Centres. Last year, 31% of instances were in STCs or SCHS whereas 3 years ago this was down to 24%.



Remand Deep Dive from practice and Key Learning

A deep dive of practice has taken place and the outcomes relating to 35 children and young people being remanded to custody since 1st April 2022, have been captured and analysed. The analysis of this cohort tells us that 50% were white and 50% were black and minoritised children (10% were mixed race), hence there is over-representation of black, mixed race and minoritised children who are remanded to custody.

It is apparent within this cohort the prevalence of high gravity offences: 3 young people were remanded for very serious offences of murder/attempt murder/manslaughter. There was also a clear theme of serious youth violence offences (40%) in the cohort and 14% of cases were dealt with in the Crown Court. In addition, for 40% of remand instances County Lines was an issue and for 23% there was a positive National Referral Mechanism (conclusive or reasonable grounds). It is also of note that all children remanded for serious youth violence offences were either black, mixed race or minoritised children.

Use of custody

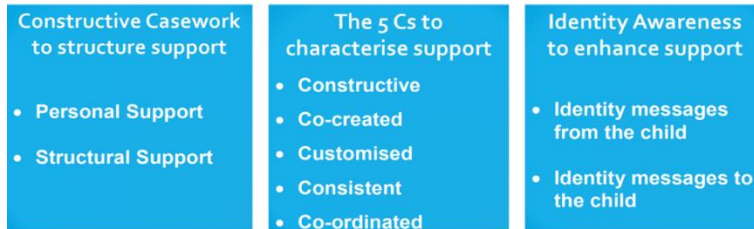
MYJ will continue to develop highly skilled staff who produce high quality Pre Sentence Reports. We have a commitment to investing in specialist targeted services and interventions within the service and have strong partnerships across the city, assuring the Court that risks and needs can be managed, and strengths and aspirations can be developed. In 2022/23 there were 45 custodial sentences issued (0.8 per 1000 10 – 17-year-old population), just beyond our target of 0.7. per 1000 10 – 17-year-old population.

Constructive resettlement

The Beyond Youth Custody (2015) [\[1\]](#) research into resettlement outcomes found that, for resettlement to be effective, the child needed support to develop their identity from one which allowed offending to a positive pro-social one. The structural barriers, inequalities and trauma that individual and minority groups of children are likely to have faced before entering custody are acknowledged and addressed when presenting a PSR. The 5Cs model illustrates how this identity development should be supported through a coordinated, co-planned, customized, consistent, and constructive approach. A key message is that planning for resettlement should begin from the pre-sentence stage and the impetus should not be lost from day one in Custody.

In Manchester, our approach to working with children in custody is aligned to the “5 Cs of Constructive Resettlement”.

Constructive Resettlement: What is it?



Constructive:

1. Help identify the child’s future self
2. Motivate the child for change
3. Positive child outcomes rather than negative deficits.

Co-created:

1. Child involved in planning
2. Wider support group involved in planning
3. Separate from professional plan

Customised:

1. Plan unique to the child
2. Diversity should be central to plan

Consistent:

1. Every interaction matters
2. Stable relationships

Co-ordinated:

1. Spread the word
2. Community counts

We continue to use the 7 Resettlement Pathways detailed within the Custody and Resettlement Guidance issued by the Youth Justice Board on 01/05/19, updated 29/06/20. This guidance describes how to plan for the custody and resettlement of children and underpins our Custody and Resettlement Panels (CaRPs) to help support and coordinate services to plan for a child’s resettlement.



9. Standards for children in the justice system

YJB National Standards 4 (In Secure Settings) Follow up Audit (June 2022)

Context:

National Standards for Youth Justice were last revised and published in April 2019. As part of this change, the Youth Justice Board for England and Wales asked every Youth Justice Service to benchmark itself against the five key standards and each standard was first audited in 2020. The original audit for National Standard 4 was rated ‘Requires Improvement’.

A follow up audit of National Standard 4 (In Secure Settings) was completed in June 2022. 9 custody cases were audited by the assigned Team/Deputy Manager and moderated by the YJ Performance and QA Manager. Each case was given an individual rating: 55% of cases were rated ‘Good’ and 45% of cases were rated as ‘Requires Improvement’.

The overall rating for this audit is ‘Good’. This report identifies the strengths and areas for improvement that are required to maintain and improve the quality of practice when supervising young people placed in secure settings.

10. Workforce Development and Quality Assurance

Professor Training was commissioned to support our assessments and interventions in relation to Harmful Sexual Behaviours.

Staff Wellbeing has been a particular area of focus for Manchester Children’s and Education Services. Led by a consultant Social Worker, peer supervision and support along with mindfulness sessions, yoga, head massages and art sessions are all available for teams to access. YJ Teams will also access 1:1 and group clinical supervision, these session support managing vicarious trauma related to the day-to-day work and responding to serious incidents in the city.

Trauma and Aces (Psychotherapy & Speech and Language) have been commissioned specifically for the Prevention and Diversion Team to ensure that strength-based approaches understanding and responding to traumatised children is centered in the development of this team.

YJ Specific Training requested by staff at the whole service engagement event and supported by what our audit activity is telling us. MYJ have commissioned the design and delivery of specific training for 2023/24. These include Assessing and Analyzing Risks, Report Writing, Confidence in Public Speaking and Understanding SYV, OCG's and Gangs in Manchester.

Developing the talent within the Court Team was identified in the 'Deep Dive into Children Remanded into Youth Detention 22/23'. GM YJS have collaborated and jointly commissioned Court Skills training designed and delivered by Just for Kids Law for 2023.

Let's Talk About Race- MCC, Unconscious's bias training and anti-discriminatory and anti-racist practice training delivered by Wipers were delivered. MYJ will continue to develop our practice in relation to building equity and inclusively into everything we do.

Performance and Quality Assurance

MYJ undertakes audit activity on a quarterly basis to examine the quality of casework. YJ managers undertake audits alongside YJ practitioners using the Manchester Children's Services Quality Assurance Framework (QAF). This approach has provided continuous rich learning and has been a highly effective way of gathering information about the quality of practice, the impact this has on the child, and the effectiveness of processes and policies. The QAF approach has provided a safe learning environment where managers are able to discuss in depth with the practitioner to learn, hypothesise, reflect, and critically analyse the quality of practice. Each audit is then rated by the auditor as either Inadequate, Requires Improvement to be Good, Good or Outstanding, and is then moderated by the Performance and QA Manager. At the end of each quarterly QAF audit cycle a Closing the Loop session is convened by the Deputy Director for strategic challenge and support. Learning circles are convened for all audits rated as Inadequate or Outstanding to examine the learning and share good practice.

During 2022/23 the service has completed 19 QAF audits: 2 audits were rated Outstanding, 7 were rated Good and 10 were rated as Requires Improvement to be Good. There were no inadequate QAF audits. Also, during the year managers completed 6 formal direct observations of practice, providing feedback to practitioners on their skills in engaging and communicating with children and young people to deliver direct work.

QAF audit activity examines the practice models used and is underpinned by the Golden Threads. The Golden Threads are the basis of the Practice Standards for Children's practitioners and frontline management. The Golden Threads should evidence the strength-based approaches to practice that are adopted in Manchester with the overarching framework being the Signs of Safety Model. Aligning our practice standards with the Golden Threads enables us to benchmark our practice to deliver high quality services.

The 6 Golden Threads:

(1) quality of assessment	(4) management supervision
(2) quality of planning	(5) the child's voice

Learning from Serious Incidents:

The service was involved in a joint learning review following the death of a young person open to Manchester Youth Justice. There was rich learning brought back into the service from the joint review, namely: The Importance of Critical Moments, Education and Exclusions, Safeguarding Processes and Early Help and Trauma Informed Practice. This served as a reminder that all encounters with those below the age of 18 should be treated as 'children first' and for risk assessments to explicitly reference vulnerability and exploitation. There was also learning for the service in relation to the importance of multi-agency planning being SMART. In addition, this helped Youth Justice to further develop a more informed understanding of the relationship between race, culture and serious youth violence.

11. Evidence Based Practice and Innovation

Manchester is forward-thinking and never afraid to try new ways of working to improve outcomes for children.

Musician in Residence- A long-term collaboration between TiPP and Manchester Youth Justice Service

TiPP and Manchester Youth Justice Service have a long-term relationship built over nearly fifteen years of working together to deliver high quality arts interventions for the young people of Manchester. This relationship has developed into a strategic partnership that sees TiPP's expertise and knowledge being used to support Manchester Youth Justice in realising their ambition to become an arts-based service.

A cornerstone of this has been embedding the arts into the fabric of the service through the Musician in Residence programme. These relaxed sessions place the needs and interests of the young people at their core and every detail of the project has been planned to make them as accessible as possible to as many as possible.

An interventions room within the Youth Justice Service office has been transformed into a studio space providing access to professional quality equipment within a familiar environment and providing drop in opportunities for both staff and young people. Once a week that space is facilitated by the Musician in Residence, a reliable figure there week in week out to work with the young people are the music they are interested in. The Musician in Residence has the ability to bring in guest artists to meet any particular needs and broaden the scope of the offer. The artists works with young people on Arts Awards, a nationally recognised qualification framework awarded by Trinity College London.

Police Led Engage Panels (PIED) established across the city and as mentioned will continue in 2023/24. (As detailed earlier in this plan)

The Service will continue to commission Psychotherapist support for children and staff- these will include both Art and Drama therapists and will include clinical supervision and training for staff.

This year we will see the implementation and delivery of SHiFT practice in Manchester (as detailed earlier in this plan)

Participatory Youth Practice (PYP) relaunched, and training will be provided to all GM YJS by MCYS. As detailed in this plan, MYJ are working in partnership with MMU's MCYS Department to complete research

using various participatory research methods so that the justice involved children's voice and influence in the design and delivery of services in Manchester and is now being recognised at a national level.

The YJB-funded research by MMU into the relationship between Serious Youth Violence (SYV) and Adverse Childhood Experiences has enhanced our understanding of causal factors and has influenced the design and delivery of the SAFE (Support, Attend, Fulfil, Exceed) Taskforce which will be led by schools to deliver evidence-based interventions to **Support** young people with challenging behaviour, enabling them to **Attend** school regularly so they can **Fulfil** their potential and **Exceed** their expectations.

The Greater Manchester Youth Justice Transformation Programme is a partnership between Greater Manchester Combined Authority (GMCA), the ten GM local authorities, GMP and the wider CJS. The vision is for a YJ system that works collaboratively to drive greater consistency of child-first services across GM. The outcomes are to reduce harm and reoffending, create a better experience for victims and to target resources where they are most needed. The key priorities are:

1. Delivering a Child First Approach
2. A Response to Child Centred Policing Plan
3. Tackling the CJS Challenges and Inequalities
4. Improving Integration and Early Help Support

MYJ and our partners in GM work closely with the NHS Positive Health Pathways Services, who support children experiencing custody and community resettlement, so that their health needs are met. The service has employed young adults with 'lived experience' of the CJS as Peer Mentors who work alongside practitioners to offer a higher level of meaningful engagement. They can offer new/fresh perspectives on our approaches to interventions, particularly those that support children in custody who are resettling back into the community or transitioning to the adult estate.

MYJ have developed a Health Panel, to ensure the children's access to our specialist services is not missed, the right interventions are delivered at the right time, and they are sequenced so that children and families with complex needs receive high quality structured support. The panel consists of CAMHS Practitioners, Drama Therapists, Speech and Language Therapist and a Substance Misuse practitioner. The vision is for all children to be discussed at this panel ensuring that equality is achieved, and equity is developed.

12. Looking Forward

As detailed in this report MYJ is a forward-thinking service that is committed to developing our practice so that the public is protected from harm, the needs of the children are met and they are given real opportunities to develop, achieve and thrive in life. Manchester Youth Justice is supported to work in collaboration with partners across the directorate and beyond. There is a growing level of optimism and commitment to support our city's most underserved children to have the right opportunities to realise their ambitions and thrive.

Challenges, risks and issues

Having a Child First focus presents challenges within the wider CJS, the age of criminal responsibility, the disparity between single service priorities in response to social concerns, both nationally and locally can

create conflicting views. This is evident in the sentencing guidelines changing in 2015, making mandatory prison sentences for children who are convicted for a second time for carrying a knife. The Courtroom remains unfriendly or Child First.

In Manchester, Justice involved children are often experiencing abject and relative poverty which, along with the current cost of living concerns being experienced nationally, increase a child’s risk of being led into offending behaviours and being exploited and abused. Lockdown has also impacted on children’s sense of agency, self-efficacy, their sense of belonging and their perceptions of themselves and the world around them. Social media, gaming, streaming services, and the internet are now deeply embedded within youth culture; they form a significant part of a child’s identity. These platforms can desensitise children’s perceptions of violence, exploitation, and sexual themes such as consent. They are used to measure their status and reputation, to express their views, communicate, socialise, play, and learn. There is an increased risk because these platforms have instant wide reach, and adolescents often take risks and act on impulse, especially when there is a perceived threat to their status and reputation. This can result in them acting and not thinking of the wider consequences of their actions.

In Manchester we are seeing conflicts played out in front of hundreds of people causing escalations to increase at a rapid pace and resulting in incidents of SV. Increasing staff awareness and confidence in discussing online safety and conflict resolution skills is ongoing to meet this challenge. While the increased costs per night when a child is Remanded into youth detention present a financial challenge for MCC, the negative portrayal of youth crime in the media stigmatizes and label children as being mainly the responsible for violence in communities, we need to work with our partners to shift this narrative.

Service development plan

Listening to children and participating with the staff at the 2023 Service Development Event and the YJ Board who either attended the staff event or participated in a Board workshop. Delivering on the priority areas will be dynamic, we will continue to engage with children using the UNICEF CFC Discovery sessions to shape the direction and capture the impact of developments this year

Service Development Area.	We Will:	Positive Outcomes:
<p>Deliver High Quality Prevention & Diversion Services across the City</p>	<ul style="list-style-type: none"> • Further develop the new Prevention & Diversion Team- increasing resources and management capacity. • Support the Serious Violence Strategy Launch/Roadshow in July • Continue to commission and oversee the 4 x RJ EIP Practitioners in the Prevention Team and report back to the CSP. 	<ul style="list-style-type: none"> • High quality case records • Effective a management oversight • Reduction in FTE • Reduction in FTE committing SYV offences • Increase engagement rate with YJ OOC’s Interventions • Increased GMP referrals to the YJ Diversion Panel

	<ul style="list-style-type: none"> • In partnership with CSP evaluate the impact of the RJ EIP Practitioner during 23/24 • Continue to commission Afruca to deliver Culture and Identity interventions for the ENGAGE Panels. • Support the APST (PRU) Taskforce. • Have YJ representation at the Young Manchester, DfE APST, DfE SAFE Taskforce, Public Health Approach to SV Boards. • Commission a Visual Artist in Residence (TiPP) • Commission in Partnership with Early Help the Musician in Residence again this year • Commission Unity Radio Creative Media Courses and evening drop-In sessions. • Commission Psychotherapy Resource for the P&D Team • Including Clinical Supervision • Commission the Junior Attendance Centre (JAC) for the P&D Team. • Dedicated management oversight at Diversion Triage Panels. • Work with COM Police to address the underrepresentation of BAME children in the OOCB cohort. • School Holiday activity sessions • Refresh the research conducted by Professor Kazi into the effectiveness of our work in preventing re-offending. 	<ul style="list-style-type: none"> • Increasing BAME children represented in this cohort • Achieving Art Award Qualifications • More enriching experiences. • Evolving the P&D offer by listening to the ideas of children working with us. • Evaluating data to identify impact.
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<p>Custody, Remand and Resettlement</p>	<ul style="list-style-type: none"> • Have MYJ Representation on the GM Resettlement Consortium. • Have MYJ Representation at the GM Resettlement Operational Manager meetings. • Continue to evaluate and develop the ISS offer as an alternative to custody/remand • Will strive to continue to create bespoke multi agency ISS and Bail Support/Sentencing offers for those at risk of remand and custody. • Continue to hold Custody, Remand and Resettlement Panel (CaRP) for all children in Custody chaired by managers so there is a high level of multi-agency oversight and support. Promoting Constructive Resettlement. • All children presented at the Edge of Care Panel offer Strategic Oversight of all children experiencing custody and resettlement. • 2 x Social Workers practicing in the service • Launch SHiFT Practice • Launch Another Chance • Resettlement task and Finish group- focusing on the education an accommodation offer for children in this cohort • Working in partnership with Barnardo’s Mentoring for GM Children 	<ul style="list-style-type: none"> • Reduction in children being Remanded into Youth Detention (Pre-pandemic levels) • Reduction in children being sentenced to custody • Increase in Bail ISS and Support • Increase in ISS Orders • Increase in children completing Bail ISS • Increase in children completing YRO’s with ISS requirements • Reduction in BAME children being remanded, sentenced to custody & accessing intensive orders. • Good outcomes achieved • Increase in children completing their License or being successfully transitioned to the National Probation Service
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	<ul style="list-style-type: none"> • Offer YJ Commissioned Mentors- City walls & Volunteers. • Continue to work with the NHS Health Pathfinders • Children will be offered an PEP to support education planning and resettlement 	
Victim Services	<ul style="list-style-type: none"> • Evidence victims’ voices in our work • Incorporate victims’ needs and wishes into the child's assessment and intervention plans • Hold a ‘Think Victims’ week of actions in 2023. • Improve victim protection planning in our reports, interventions and assessments (actual and potential) 	<ul style="list-style-type: none"> • A YJ Management Board member is taking the strategic lead on victim work • Victim champions have been nominated • Monthly victim updates sent to managers for oversight • Victim workshops delivered • Case consultations between victim workers and case managers to bring victims’ voices to the forefront • New procedure in place to obtain victim personal statements. • Robust Quality Assurance and performance monitoring of Victim work • Improved recording of victims’ voices • Victim’s needs and wishes more evident in assessments and plans
Equality and Inclusivity	<ul style="list-style-type: none"> • Implement an Equality and Diversity Policy specifically for MYJ Practice • Allocate a YJ Management Board Member to oversee this area of continuous development. • Support the development of the operational working party. 	<ul style="list-style-type: none"> • BAME Staff accessing the Leadership, LeadHERship and Elevate Training. • Anti-Racist & discriminatory Practice Training undertaken by YJ staff • Increase in BAME children completing YJ Interventions • YJ Staffing demographic representing the

	<ul style="list-style-type: none"> • Implement learning from the Good Practice Guidance produced following the HMIP Thematic Report into Black and Mixed Heritage Boys in the System • Continue to deliver the Health Panel (CHP) offering all children access to specialist YJ provisions • Use the YJB Disproportionality Toolkit to produce data on the Youth Justice caseload to be shared across the service and with partners. • Engage with GMP to ensure that levels of disproportionality in the Youth Justice System in the city are recognised and addressed • Use the PYP principles to encourage and offer BAME young people a voice • Strengthen the effectiveness of our delivery for BAME young people and families • Develop a set of guiding practice principles/BAME Charter/Anti-racism statement to publicly demonstrate our commitment • Monitor and evaluate ETE outcomes for BAME young people, working in partnership with the virtual school 	<p>communities we serve better.</p> <ul style="list-style-type: none"> • C4C Accessing P&D Interventions and being diverted from the JS • SEN and Neurodiverse children being diverted from the CJS • Clinical Supervision for BAME staff. • BAME, SEND and Children with MH concerns are offered specialist interventions at the right time (CHP) • To keep the Service and partners informed on levels of disproportionality within the Youth Justice System in Manchester. • To increase the number of BAME children receiving an out of court intervention to prevent and divert them from entering the criminal justice system • To hear the comments of our BAME young people and use to influence practice, research and policy • To ensure culturally sensitive practice • To reinforce our dedication to resolving under-representation and over-representation for staff, young people and their families. • To reduce the number of BAME young males being
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		permanently excluded from school. ¹
Quality of Practice	<ul style="list-style-type: none"> • Hold monthly Accountability meetings for team managers • Monthly Performance dashboard meetings • Quarterly DCS Performance Dashboards • Implement SHiFT Practice in Manchester • Complete NS 2 Audit – at Court • Children’s Services QAF auditing 5 case files every quarter. • Learning for Serious Case / Learning Reviews 	<ul style="list-style-type: none"> • Service improvement action plan specific to practice. • Consistent good and outstanding case work identified in QAF audits • Good Practice in line with National Standards.

Education & Employment	<ul style="list-style-type: none"> • Increase the completion rate of PEPs for children on statutory Court orders • Offer every child in Youth detention a PEP • Work in line with The Manchester Inclusion Strategy Principles & toolkit. • Reduce the percentage of children not accessing education and employment • Work to improve attendance for those in provision • Continue E2E Health Checks for children not in EET • Provide Careers Advice and Guidance. • Provide an YJ Education Officer • Commission a Speech and Language Therapist 	<ul style="list-style-type: none"> • Higher percentage of children accessing education. • Reduction in YJ children who are persistently absent and severely absent from school • More children accessing training, apprentice and employment opportunities • Having bespoke EET offers for children being resettled into the community from custody • Increasing the number and quality of PEPs completed • Improved transitions (resettlement, high school & further education)
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¹ BAME young males are 4x more likely to be excluded permanently. Evidence shows a strong link between exclusion and offending.

	<ul style="list-style-type: none"> • Continue to deliver Arts Award Qualifications • Support the inclusion panels • Support post 16 EET Panels • Help children have confidence and life skills • Engage with Children to deliver better outcome for this priority. • Sit on the APST Board • Support the SAFE Taskforce • Hold PEP support sessions • Use the PEP to support transitions 	
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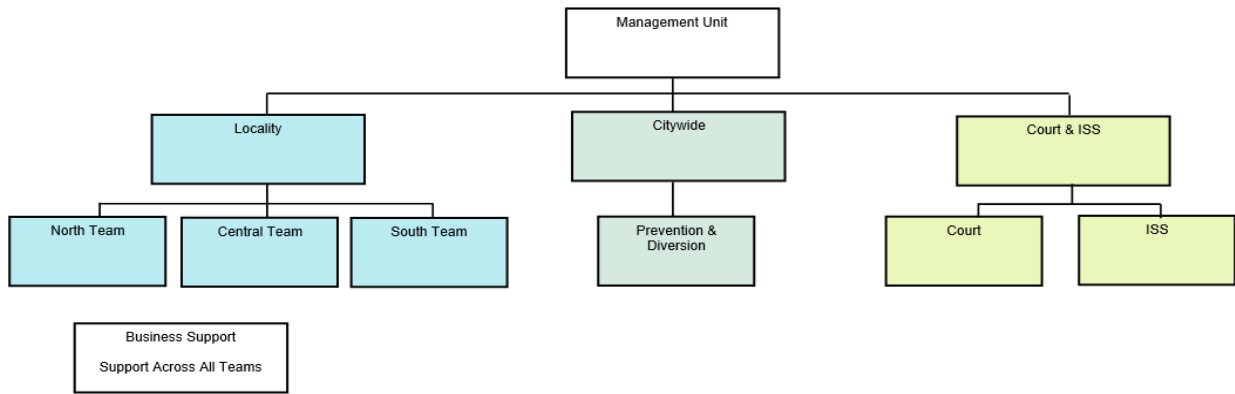
Sign off, submission and approval

Chair of YJS Board Paul Marshall	
Signature 	Date: 30.06.23

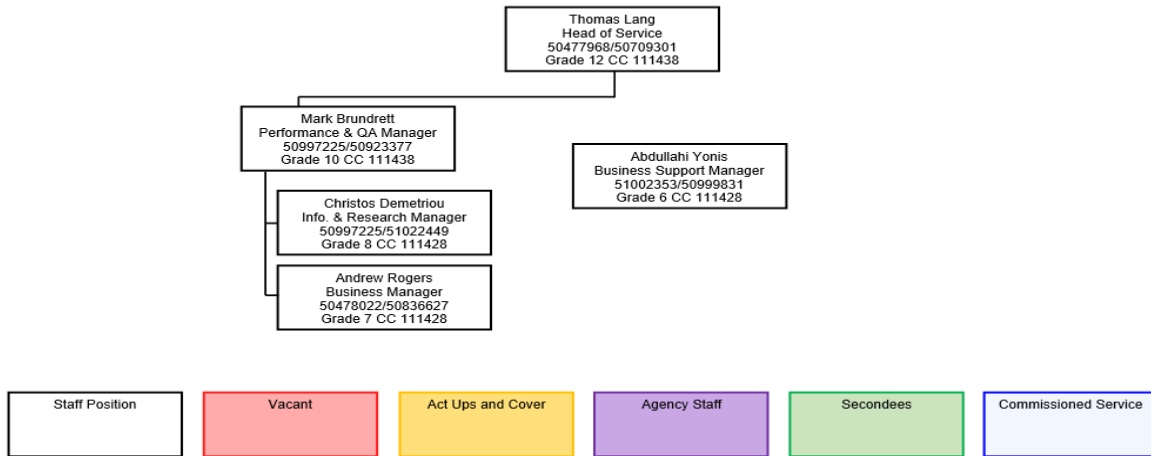
Appendix 1



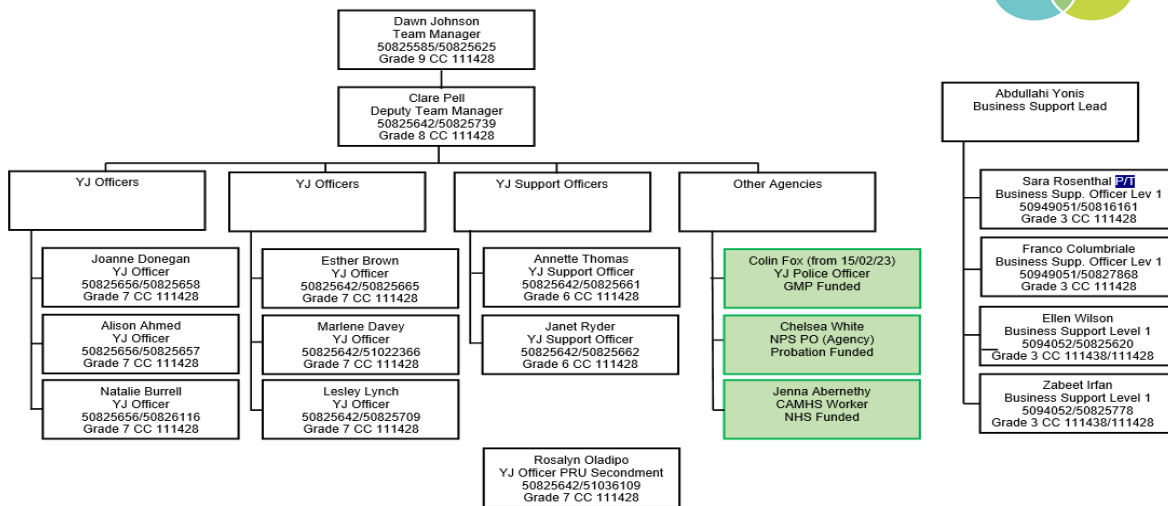
Manchester Youth Justice Organisational Structure



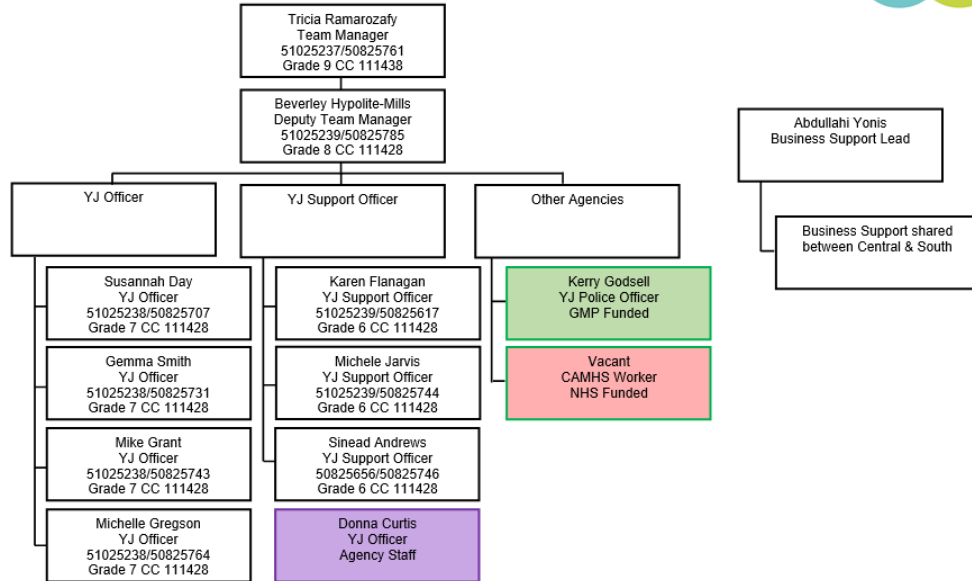
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 0161 234 3800

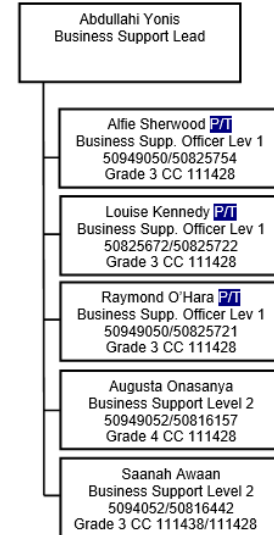
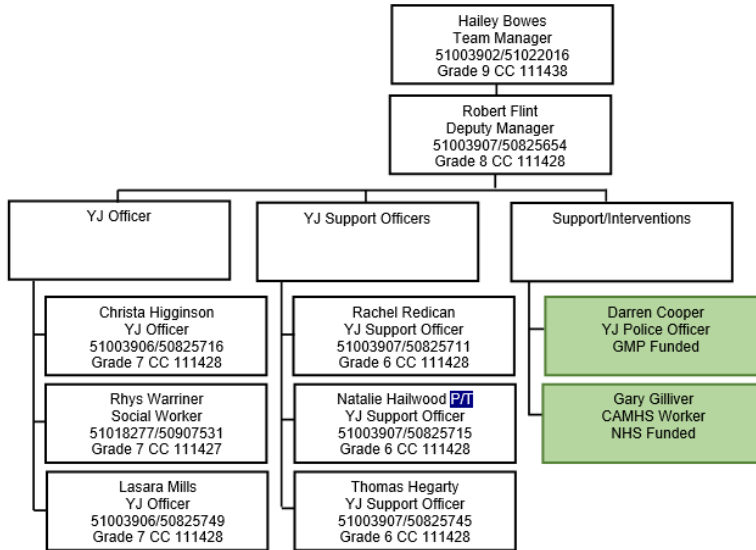


Central
 521 Stockport Road, Longsight, Manchester, M12 4NE
 0161 219 6330



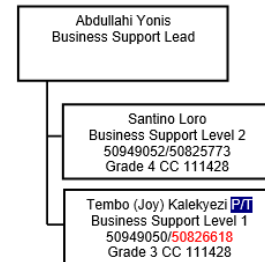
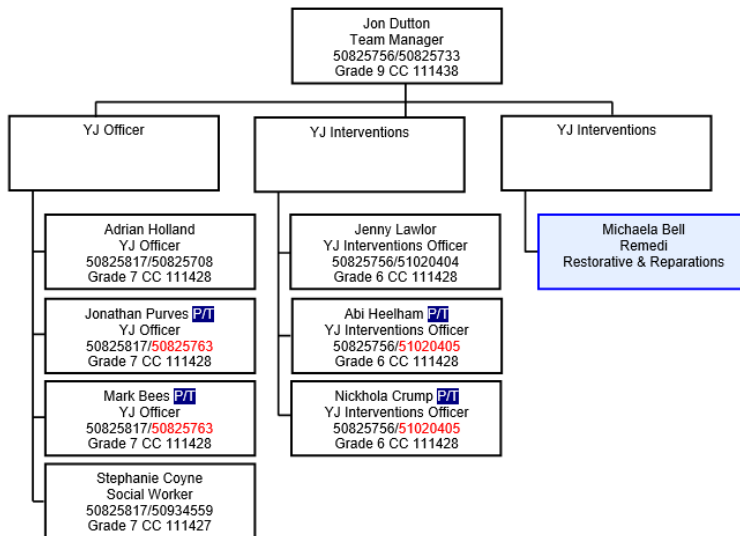
South

521 Stockport Road, Longsight, Manchester M12 4NE
Tel: 0161 219 6330, Internal 36330 Fax: 0161 274 7124



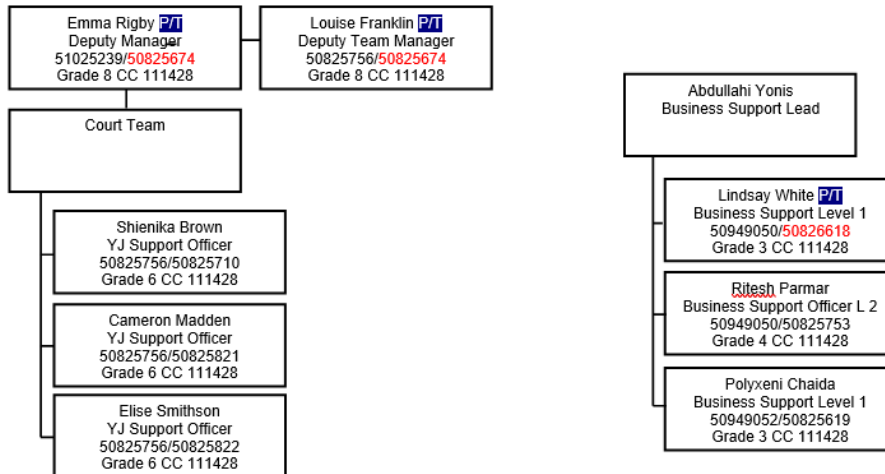
Intensive Supervision Surveillance (ISS)

Commercial Wharf, 6 Commercial Street, M15 4PZ
0161 234 3800



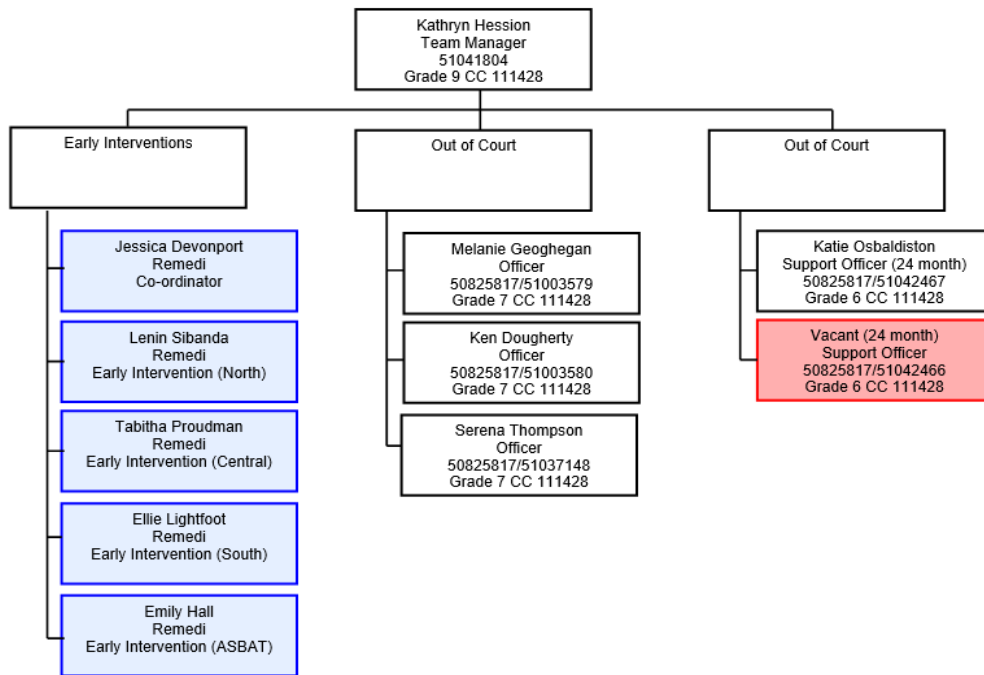
Court Team

Manchester Magistrates Court, Crown Square, Manchester, M60 1PR
0161 830 4291

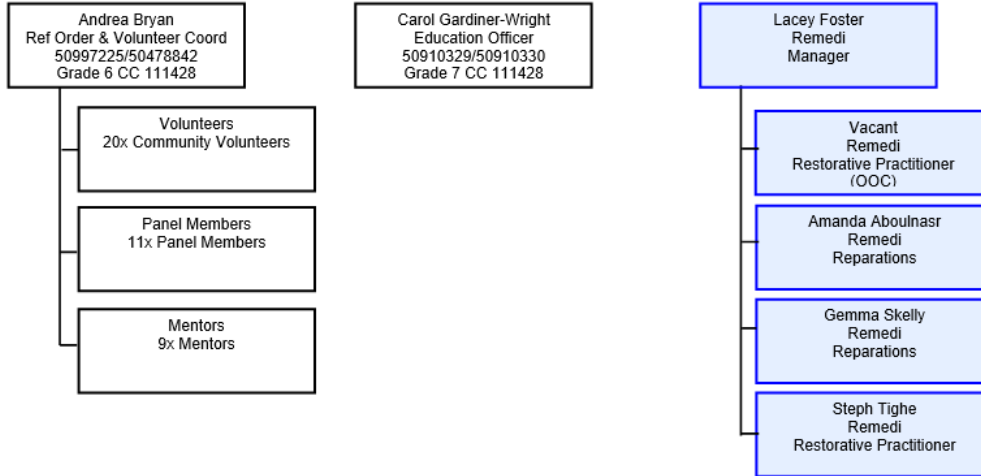


Prevention & Diversion

Working across Youth Justice and Locality teams



Citywide & Restorative Justice
Working across Youth Justice and Locality teams



Appendix 2

B8: Staffing of the YOT by gender and ethnicity; No. of individual people

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian			1			1	1						1	6			3	7
Black				2	1	9	3	2					0	7			4	20
Mixed			1		1	1			1	1							1	3
White	3		2	4	9	22	4	3					3	7			21	36
Any other ethnic group													2	3			2	3
Not known					2	7						1					2	8
Total	3	0	3	7	12	40	8	5	1	1	0	1	6	23	0	0	33	77
* Welsh Speakers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

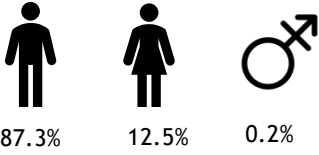
* Welsh YOTs only

Appendix 3

Board Members			
Name	Org	Dept.	Title
Paul Marshall (PM) (Chair)	MCC	Childrens	Director of Children Directorate (Chair)
Thomas Lang (MMc) (HoS)	MCC	YJ	Head of Youth Justice
Mark Brundrett (MB)	MCC	YJ	Performance and QA Manager – Youth Justice
Christos Demetriou	MCC	YJ	Info & Research Manager
Andrew Rogers (AR)	MCC	YJ	Business Manager
Abdullahi Yonis	MCC	YJ	Business Support Manager
Julie Heslop (JHe)	MCC	Childrens	Assistant Director, Early Intervention and Prevention
Sam Stabler (SS)	MCC	CSP	Community Safety Lead - MCC
Carolyn Derbyshire (CD)	MCC	Education	Virtual School
Vandhna Kholi (RK)	MCC	Finance	Finance Lead
Dave Berry (DB)	MCC	Childrens	Work & Skills
Paul Allen	MCC	Childrens	Social Work
Shazia Butt (SB)	MCC	Councillor	Exec. Member for Children's Services
Stuart Tasker (Deputy Chair)	NPS	NPS	Assistant Chief Officer
Andrew Roberts	NPS	NPS	Assistant Chief Officer (South)
Chris Downey	GMP	GMP	GMP rep
Fiona Meadowcroft (FM)	NHS	NHS	Health Rep
Martin Drake (MD)	MoJ	Magistrate	Magistrate
Marie Stock (MS)	TMC	TMC	Vice Principal for Student Experience and Support
Sue Walker	YJB	North West	Youth Justice Oversight Manager (North West)
Sharon Clutton-Dowell	YJB	TMC	Youth Justice Oversight Manager (North West)

Appendix 4

Total number of YP open to the service between April 2022 and March 2023 : 503

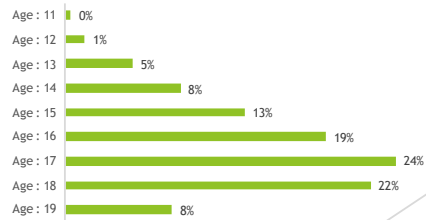


More girls are entering the service. This is also reflected in education data where young girls have taken over the boys in terms of exclusions and suspensions

ethnicity
Breakdown of offences

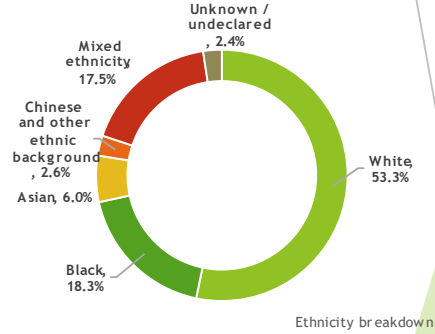
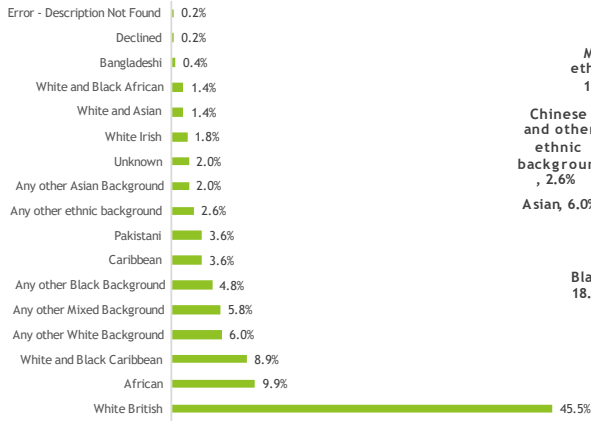
Average age : 16.5, slightly older than last years cohort

YJS Cohort by age bands



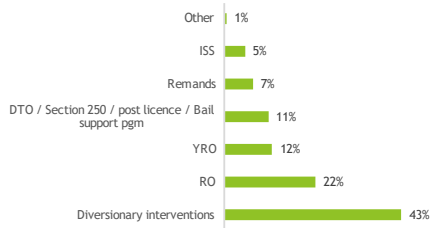
Total number of YP open to the service between April 2022 and March 2023 : 503

Cohort's ethnicity breakdown

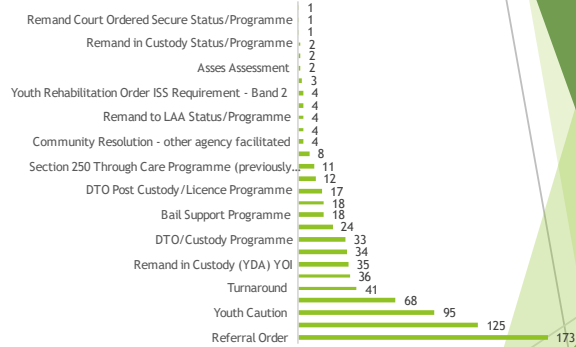


Total number of interventions carried out by the service between April 2022 and March 2023 : 780

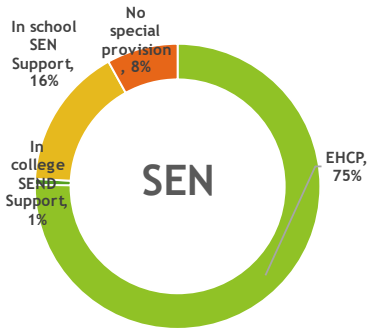
Aggregated Breakdown



Open Interventions



149 YP are considered SEN or 29.6%



Type	Number
Social, Emotional and Mental Health	67.8%
Moderate Learning Difficulty	4.7%
Speech, Language, & Communication Needs	4.7%
ASD	3.4%
ASD + SEMH	2.7%
Autistic Spectrum Disorder + Social, Emotional and Mental Health + Moderate Learning Difficulty	2.0%
Other Difficulty/Disability	2.0%
Social, Emotional and Mental Health + Moderate Learning Difficulty	2.0%
Unknown	1.3%
Autistic Spectrum Disorder + Social, Emotional and Mental Health + Specific Learning Difficulty	1.3%
Social, Emotional and Mental Health + Other Difficulty/Disability	1.3%
Autistic Spectrum Disorder + Social, Emotional and Mental Health + Speech, Language, & Communication Needs	0.7%
Autistic Spectrum Disorder + Specific Learning Difficulty	0.7%
Moderate Learning Difficulty + Specific Learning Difficulty	0.7%
Moderate Learning Difficulty + Specific Learning Difficulty + Visual Impairment	0.7%
Multi-Sensory Impairment	0.7%
School Led Plan + Cognition and Learning + Moderate Learning Difficulty + Communication and Interaction + Speech, Language, & Communication Needs	0.7%
Severe Learning Difficulty	0.7%
Social, Emotional and Mental Health + Moderate Learning Difficulty + Specific Learning Difficulty	0.7%
Specific Learning Difficulty	0.7%
Speech, Language, & Communication Needs + Severe Learning Difficulty + Specific Learning Difficulty	0.7%

Total of 10941 offences

Top 10 offence types for cases opened in the reporting period

